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Marketing
and Business Management

Edited by
W.A.Lydiatt

Markets are in Minds

Goodwill towards you and your product is purely a mental attitude. You can make people WANT your goods, and see new uses for them.

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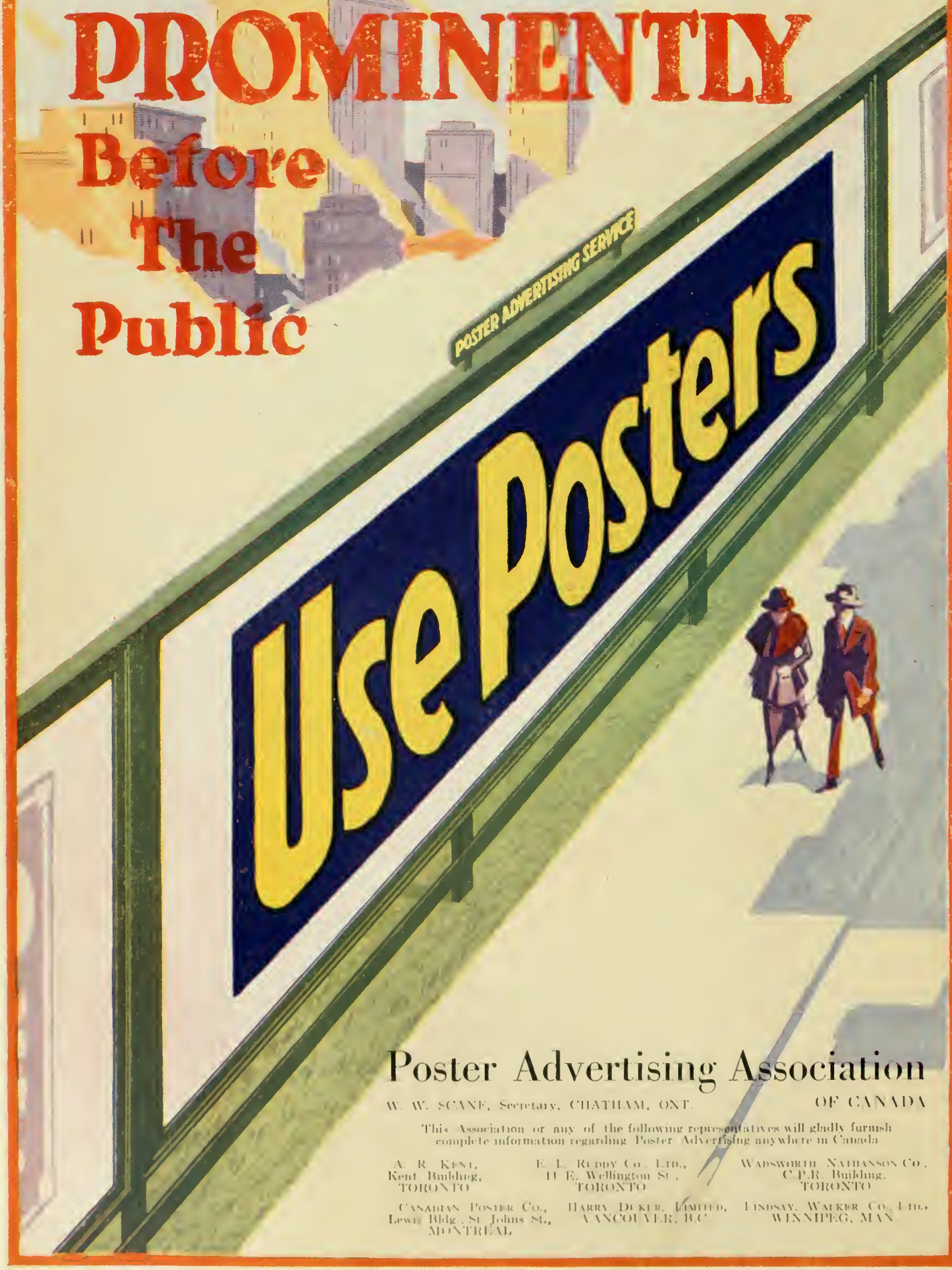

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80,000

For the January issue of MACLEAN'S MAGAZINE the run was over 80,000---every copy required to fill definite orders---and it already looks as if the run will have to be **increased higher still for the February issue.**

80,000 in Canada is equivalent to a circulation of a million and a half in the United States, on a per capita basis. "Canada's National Magazine" is covering its field; it has developed reader-interest to a degree never before approached by any magazine in this country.

Many of the most experienced and most successful advertisers are concentrating their Canadian advertising effort in this one publication, using MACLEAN'S in a dominant way whether they use any other Canadian periodical or not.

First Issue of the Twice-a-Month

While the twice-a-month publication of MACLEAN'S began, nominally, with the February first issue, the February 15th number will be the first to reach our readers in the middle of the month.

It will be the first absolute evidence---the first real appearance of this double-service which has been promised, and for which the readers of Canada's National Magazine are looking with eager interest.

Intelligent progressive, responsive people in every community in Canada are waiting for the February 15th issue of MACLEAN'S. The far-beyond-ordinary attention which it is going to get will make it unusually valuable for advertisers. Will you be represented?

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MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

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The Maclean Publishing Company, Limited

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What is a Fair Price

THAT is something which engravers themselves have only been finding out during the last two or three years.

Certainly no reasonable business man would contend that a fair charge for any particular engraving should be less than the demonstrated cost of producing that engraving.

Especially if the cost figures on which the charge is based represent *average costs* in scores of efficient establishments.

THE fact that engravings have for years been charged on an illogical basis, bearing no relation to their actual production cost, is no justification for continuing the scale of charges on that basis.

Having determined the actual production costs of different classes of work, by means of careful cost-records for every job, kept over an extended period, and compared with similar records of scores of engraving plants, the only fair price any engraver can charge is one based on these costs.

This explains what is called "Schedule F" of Engraving Prices.

THE prices on this scale represent the *minimum* prices at which different sizes and types of engravings can be manufactured, to show a legitimate average profit. Note that these are minimum, not *maximum*, prices.

An engraver may sell engravings at any price he sees fit. But common sense dictates that he cannot continue long in business by selling at any prices which careful investigation has demonstrated to be less than his manufacturing cost.

Published by the Cost

MANUFACTURING PHOTO

for Engravings ?

IT may be frankly stated that this is the first scale of engraving charges yet compiled which is based on *known costs*. It is the result of an exhaustive study of production costs of hundreds of thousands of all types of engravings, in scores of establishments, over a period of three years.

IF anyone is disposed to question the accuracy or reasonableness of these cost figures, he may be excused for so doing. For that has been the attitude of practically every engraver when first confronted with his "actual cost" figures. He could not believe them to be true—"*there must be something wrong.*" But try as he did to cut down costs, or disprove the accuracy of his cost records—he found that the costs of other engravers were similarly surprising, when compared with the prevailing scale of selling prices. There unquestionably was "something wrong" —but it was in the scale of prices. Very few engravings turned out of his plant were being charged at the *right price*.

IT cannot be said that engravers have been hasty in making the required adjustments in their scale of charges. It has been known for several years that the prevailing scale was inequitable. Only when the cost-evidence piled up month after month, was checked and re-checked, compared and analyzed, to arrive at actual average costs in scores of efficient shops, have engravers felt fully warranted in publishing "Schedule F" as representing a fair basis of charges.

ANY reputable engraver is now in possession of *facts* regarding his production costs which have convinced him, as they would convince you, that the revised scale of prices is the fairest that could be arrived at, short of charging each separate engraving on a strictly cost-plus basis.

Committee of the

ENGRAVERS OF CANADA

100,000 Lines of Farmers' Advertising

Any man handy at figures can readily work out the cost per line of reaching the subscribers of a publication. If that were the actual basis of value in purchasing circulation, the work of the Advertising or Sales Manager would be easy in selecting his list.

But there is more to be considered in circulation than mere figures. One of the hardest tasks of the Advertising Manager is to secure the intimate view point of the people he desires to reach. Particularly is this true regarding the farm field. But one of the sure ways of knowing his copy is going right where he wants it, is to put it where the farmers do their own advertising. Farmers discuss the farm papers among themselves. They know what their neighbors think and say of them. Thus they are in the best possible position to put their own advertising (when they have anything to sell), just where they know it will get the best attention.

Farm and Dairy has set a new record among the farm publications in Canada by carrying in one issue, (December 11th) a greater volume of live-stock advertising from farmers than carried in any issue of any farm paper in the Dominion.

The December 11th issue of Farm and Dairy carried nearly 17,000 lines of stock advertising from our own readers—the big dairy farmers and dairy breeders who support our publication.

During the present year, we have carried just a little short of 100,000 lines of Advertising from these same readers of Farm and Dairy.

This is indeed significant particularly in view of the nation-wide movement among the rural people in Canada to-day to exercise a greater influence over the farm papers that enter their homes.

There is just one positive way of talking directly to the wealthy dairy field in Canada. ***Put your advertising where the dairymen place their messages.***

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Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIV, No. 1 TORONTO, CANADA JANUARY, 1920

CAN THE MIDDLEMAN BE ELIMINATED?

The idea of "eliminating the middleman" is not a new one. He is frequently the "goat" in arguments about the exeessive eost of distribution. Do department, ehain, co-operative stores and other direct to eonsumer plans actnally save "unnecessary expense?" Here is a fair-minded analysis of the distribution problem, to be followed by a further analysis of selling costs next month. One of the prize-winning artieles in MARKETING'S recent competition.

By WILLIAM H. INGERSOLL
of Robert H. Ingersoll & Bro.

WE are all dissatisfied with the cost of things, especially with that part of the cost known as middleman's profits, the part absorbed in the distribution of merchandise as distinguished from its cost of physical production.

There is reason aplenty for the deep unrest over the wasteful, inefficient system of distributing goods from farm and factory to user. And yet there is no other important phase of our economic life in which such loose and footless reasoning is indulged in or such baseless hope of relief held out.

An English laboring man, a worker in a shoe factory, put the proposition effectively to me on a recent tour of investigation in Europe, when he asked why his family and the workers in other factories should have to pay twenty shillings per pair for shoes on which he worked and which he knew cost only seven shillings to make. It is approximately the same on the bulk of all we buy in this country. The farmer gets hardly a third of what we pay for our potatoes. Two-thirds of what we pay for our clothing and furnishings goes for distribution and only one-third for the goods. And we can't eat or wear the distribution!

There is no doubt that the laborer is exploited far worse as a consumer when he comes to exchange the proceeds of his work for the products of the work of others than he is as a producer in receiving the short end of what he makes.

So much for the indictment! There has been argument both by academicians and practitioners and attempted demonstrations for years, during which the cost of living has gone steadily higher.

MUST REACH THE CAUSE

Now, it sounds unreasonable, that it should cost twice as much to sell a thing as to make it, if it is a useful thing and the price fair. It *is* unreasonable, but it won't be remedied by abusing the middlemen or by attempting improvements which don't reach the *cause* of the waste. The familiar hope is to "eliminate the middleman" either in part or in whole. Various devices have been used to accomplish this. Briefly, we may set them down as:

(1) The department store which aims and claims to eliminate the wholesaler or jobber by buying in quantities from the manufacturer;

(2) The multiple system of chain stores which have the same hope of economy as the department store;

(3) The mail order house which has the same objective economies as the department store and also goes more extensively into manufacturing its own goods in some lines.

(4) The manufacturer of specialty merchandise such as branded shoes or candy, who sets up his own retail stores and "eliminates" the independent wholesaler and retailer;

(5) The co-operative factory which is owned by the workers in the enterprise, eliminating the monopolistic capitalist owner;

(6) The co-operative store, factory, and plantation in which the consumers own the local retail distributing stores, the wholesale distributing warehouses which supply the retail stores and the factories and sources of raw materials and have as their paid employees the producers in the factory and on the farms. This system "eliminates" all middlemen and the manufacturer and theoretically makes the consumer his own producer and middleman.

Various combinations of these devices are found in actual practice in numerous lines of trade. Some department stores own manufacturing shops where they make for themselves the goods for some of their most important departments. The chain store and mail order concerns often do some of their own manufacturing. Specialty manufacturers frequently eliminate the wholesaler by selling direct to the retailers throughout the country or partially do so by selling in the larger towns, leaving jobbers to cover the country villages. Retail stores sometimes join in subscribing funds to operate their own factories to make some of their more important merchandise requirements.

Co-operative enterprises exist in all stages of development. Other economies are claimed by all of the institutions described above besides that of eliminating one or more links in the chain, but elimination of the middleman and his "unnecessary" profit or tax is quite generally the starting point in the attempt to reduce the cost of things, especially in the reasoning of the non-commercial consumer and the economist.

Only three avenues of hope lie before us in effecting a lower cost in the things we buy, if we except as outside of our present study, the cost of production. These three avenues may be described as:

(a) Eliminating unnecessary *labor* in the customary method of distribution;

(b) Eliminating unreasonable or unearned *profit* customarily exacted in the processes of distribution;

(c) Increasing the *efficiency* of the distributors.

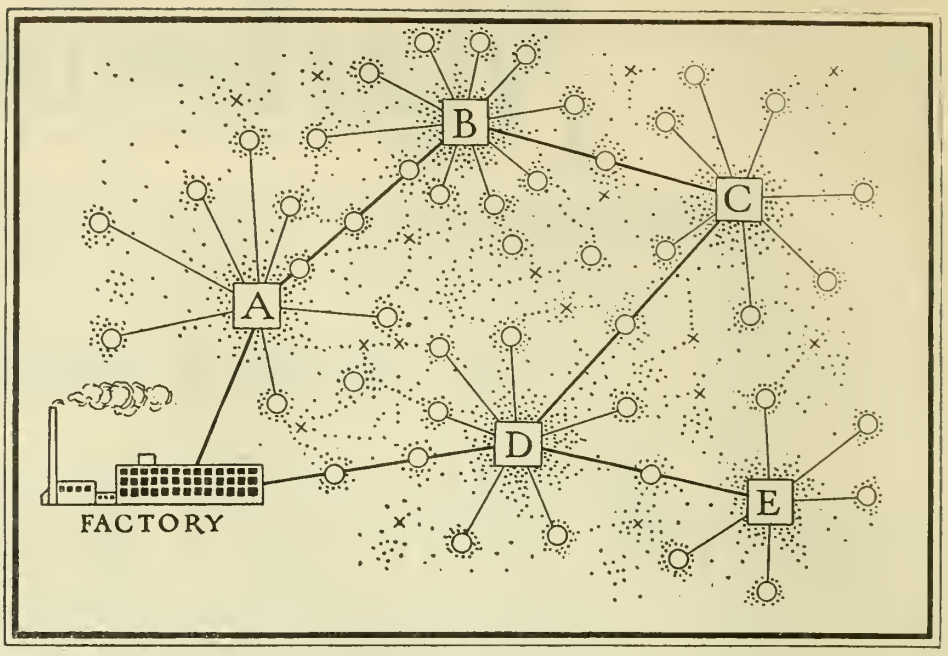
We may apply these tests to these various forms of modified distribution under trial and we may examine their workings and the actual values they deliver, compared to the values contemporaneously delivered by the ordinary methods to see if the supposed economies are realized.

Eighteen years' experience in operating a large mail order business, running a chain of retail stores, doing jobbing and manufacturing on a large scale, and personal investigation here and abroad, fit William H. Ingersoll, writer of the following article, to an unusual degree as an expert on distribution costs. Incidentally, his training as an electrical engineer gives him an angle on the subject from the scientific point of view, while as an officer of sales and advertising organizations he has solved many cost problems from the practical side. Finding customers for 20,000 watches daily is another task that fitted Mr. Ingersoll especially for his work as a commission member studying co-operative sales and producing systems in Great Britain.

As to the first of our tests we can't fairly judge of the successful elimination of middlemen, held to be superfluous or parasitic, unless we are familiar with the net minimum of work to be done in distribution and the functions and organization necessary to discharge it.

To distribute goods produced in quantities in a factory or on a farm at one point so that they may be accessible to multitudes of individual consumers scattered over a continent, involves several inevitable steps or stages as will be shown, and all efforts to reduce the number result merely in a change of form without intrinsic gain or in the substitution of less direct and more expensive means.

Let the sketch represent a large, typical area of any country. A simple and direct statement of the problem is, *what are the steps or processes by which the factory represented in the lower left-hand corner, can most economically distribute its goods to the consumers represented by the smallest dots and scattered all over the territory?*



Sketch illustrating the manufacturer's distribution problem. The square show population zones comprising towns and villages of secondary importance. The circles indicate local communities in the trading zones. The crosses show general, or cross-roads stores for rural dwellers, and the dots represent individual households of consumers comprising the local communities.

The Conditions to be Met and Existing Trade Routes

Each of the lettered squares may be considered a large commercial point—called a jobbing center in trade parlance, —the hub of a zone, at which supplies are collected and from which they are disseminated to the tributary territory surrounding it.

The circles represent all other communities not great enough commercially to be business junction points, trade marts or wholesale centers, but composed of few or many households of consumers. Everything from suburban towns to rural villages and including the bulk of the towns of less than 50,000 population are represented by these circles. No hard and fast lines separate jobbing centers from tributary towns. Relatively small points do a jobbing trade in groceries and other necessities, while only large points in wholesale jewelry, so that one town may easily be a jobbing point in one line and not in another. But here in the places represented by these circles we have groups or bunches of consumer population to be served as indicated by the dots around the circles.

But half the people on this continent do not live in communities at all. They are rural dwellers—people on farms. This is crudely reflected by the dots scattered between the towns.

To serve these rural residents there are perhaps twenty thousand cross-roads stores, ordinarily called general stores but dealing largely in "convenience supplies" which the country people buy at frequent intervals and in volume not worth waiting to go or send to town for,—tobacco, soda crackers, tea and coffee and sugar, etc., as well as needles, sox and collars.

The "X" marks will serve to remind us of these country stores.

Study of Necessary Motions

Now for a study of the minimum number of motions by which the product of the factory can be made readily available to all the people in the area shown by the sketch.

Let us assume that the factory makes shoes of a popular grade and of general utility, both for men and for women.

We will view the problem first from the standpoint of the consumers and then from that of the producer—the factory.

Suppose that a school teacher in one of the small towns up north of the jobbing centre "B" wants a pair of shoes. She wants a good-looking, well-made, durable pair, soft, black and high cut. They must fit her and be comfortable. And she wants the best value in the market for her money.

She does not know shoes or the best leather for her purpose; nor can she tell an oak tanned sole when she sees it. She is uninformed as to what constitutes good sewing and good workmanship. She does not know all the factories there are making shoes nor their location—nor which makes women's shoes or which makes the best or what different styles each makes. She knows nothing as to which is the most efficient, economical manufacturer and marketer of shoes, or which is most reliable.

In short, she is a specialist in one vocation, giving her expert services for the benefit of others and consequently she cannot be informed on shoes, and clothes and jewelry and drugs and hardware and household furnishings and groceries and all the other branches of trade and industry.

So she needs the reciprocal services of a shoe expert to help her choose wisely to fill her present want. The factories are far away. She is in a remote little town. She wants to compare products and values. Styles change. Prices change. Factories and their characteristics change. Most of all she wishes to try on her prospective shoes and see that they fit and look well, under the guidance of someone competent to advise.

She needs the services of someone who knows shoes, who knows the community and its needs, who searches in the great market for the most suitable goods that his neighborhood will require, and anticipates the quantity of each style and each size that the community or a part of it will want for the season, and by ordering months in advance has on hand several appropriate offerings to meet her needs even before she herself is aware that she wants them.

This representative to serve her and others in the capacity of shoe expert is the local shoe dealer and his stocked store. The function of the local exhibiting and distributing depot under qualified supervision where goods may be had on a moment's notice, may be seen, tested, compared and selected with expert assistance, and perhaps secured on credit, is apparent. A local distributing store is indispensable in the scheme of things. It may be a privately owned store, of a local proprietor or a co-operative store, or a manufacturer's store, but a local stock is requisite.

Problems of Local Supply

Then how is the local supply to be chosen? Can the shoe specialists of many thousand communities make tours of all the shoe factories of the country in advance of each season? Most of them do a small business, serving only a few hundred customers. Their business can afford only meagre assistance, and they cannot leave their little establishments much of the time. And it would add considerably to the price of shoes if an army of some 3,000 shoe dealers were to be put to the traveling and hotel expense of touring even a portion of the shoe factories of the country several times a year, and it would add to the expense of the factories to provide facilities and clerks to receive and look after them.

Yet the shoe dealers must keep abreast of the changes and developments of their trade,—the new styles improved quality, changes in construction, new factories, changes of business policy and personnel, in order to serve their customers with the most suitable that the market affords.

Instead of having shoe dealers from all sections required to canvass the shoe market covering all sections, it is incomparably simpler, less expensive and more orderly for the samples and information of all producers to be available for inspection and purchase at each of the great zone centres of population. Here is showrooms and

warehouses the goods can be seen and stocks carried so that, for example, all of the dealers in the territory surrounding the wholesale point "B" may, by going a short distance to this center, examine and compare all of the likely products suitable for the use of the consumers in that zone, and, as their customers' representatives, select and order suitable styles, sizes and quantities which their experience teaches them will serve the needs of their community.

In other words, not only the consuming public must have expert services in filling their needs, but these representatives who serve them as retailers in this capacity must again call upon others to cull and select and bring into their general zone the fittest and most valuable examples and stocks that the shoe factories have to offer. This constitutes a main part of the function of the wholesaler who buys from the manufacturer, carries stocks to serve a more or less extended zone or district, and has an organization suitable for selling not to individual consumers, but in quantities to fit community needs as bought by dealers.

In this form distribution has worked itself out the world around. From olden times to the present and from New York to Shanghai, either way around the earth, this constitutes the backbone of the system by which the bulk of commodities is transferred from maker to user.

Tendency is to Specialize

It represents the natural tendency of man to specialize. Production, distribution and consumption are three separate and distinct economic phases. They are utterly different in nature and requirements. Combining them under a single ownership does not eliminate the functions to be performed or the labor of fulfilling them. This existing division accommodates itself not only to man's nature, but to his geographical distribution in cities, towns, villages and on farms scattered across the land.

Before attempting to see how the several endeavors in the way of chain store systems, co-operative schemes, manufacturers' stores, etc., to eliminate the middlemen compare with the ordinary system we have just examined, let us consider the problem from the producer's view-point for a moment.

Take the manufacturer in the sketch for example, situated adjacent to a large territorial area in which may be many thousands of people, all of whom wear shoes and most of whom presumably could under favorable circumstances be induced to use his products.

But how can the individuals of a nation, scattered over a great area be approached individually by the manufacturer? He does not know who they are or where they are. He cannot write to them all. He is in one place, they are in thousands of other places; the cost of sending traveling representatives to serve these individual consumers would be prohibitive.

Even if he could find some way of getting them to order by mail without seeing or trying on his shoes, how would the matter stand? Supposing the school teacher had by chance had a pair of his shoes which were exactly right and knew the current price and sent him the money by mail for a duplicate pair. This order for a single pair would entail about the same work as a wholesaler's order for a thousand pair;—the letter must be opened, read, the money counted and compared with the price list, records entered in cash books, etc., the particular style and size of shoe picked out in the stock room, special packing and wrapping and individual addressing of the package, provided besides records and receipts for reference in case the teacher complains that the shoes never reached her. And then commences another series of labors in transporting and delivering this pair of shoes disproportionately great as compared with the same work on a case shipment or carload of shoes. This parcel must be called for or delivered to the express company or post office. The address must be examined and classified and the package routed. This must be done over and over again, involving the use of expensive human time and attention at each new stage of the journey. Two pairs could go about as cheaply as one,—a dozen as two.

It is not the weight of the package so much as the care necessary to be bestowed in the handling and re-handling of each individual consignment whether large or small.

Where Expense Multiplies

Retail operations should be confined to the local retail store. To require the manufacturer and the transportation systems to perform these unescapable retail operations is to multiply expense.

The manufacturer is a specialist engrossed in the operations of production—contracting for raw materials, providing plant, equipment, machinery, organizing for its upkeep and operation, dealing with labor and administration. In the nature of things he is not organized to handle retail orders at the factory.

And as to transportation, it is an elementary economic principle that goods should be transported in bulk to as near the point of consumption as possible. Therefore, the factory will ship in great consignments, the needs of a whole zone to the zone centers A, B, C, etc. There the goods are subdivided and shipped in community lots to the towns surrounding the centers. There in retail stores, the retail operations of filling individual consumers' needs can best be performed. This discloses the falsity of most of the appeals to "buy direct from the maker and save middlemen's expenses."

Now let us see whether the chain stores, the department stores, the mail order houses, the manufacturer's own stores or any co-operation plans really succeed in eliminating either the wholesaler or the retailer. The producer and consumer we know are principals who cannot be eliminated.

The department store aims to eliminate the jobber (wholesaler). Does it do it?

In principle the department store is a collection of stores in different lines of business under one roof. At the head of each sub-store or department is a buyer and manager, a paid employee who takes the place of the proprietor of the ordinary specialty store, so that there is a change of form but not of essence in this regard. Some of the departments of the larger department stores in the greatest centers do buy direct from manufacturers, thus appearing to eliminate the wholesaler (jobber). But generally speaking, they do not buy in genuine jobbing quantities or accept deliveries of stock in advance of seasons or carry stocks ahead as do the jobbers. This has necessitated that manufacturers who cater to this department store trade establish their own branch warerooms in the leading centres for the convenience of these customers so that in place of the independent jobber, we have the manufacturer setting up what amounts to a jobbing business with his own capital—a change of form but not of substance. Nothing has been eliminated. No labor has been saved—merely the producer assumes what was previously the jobber's job.

But several other associated facts should be borne in mind. Most department stores buy largely from jobbers. Some lines of goods they buy "direct" but still as a department store carrying full assortments, not a one could exist without the service of the jobber with his ready stocks to supply their "fill-in" orders between seasons and the incidental convenience items that they only buy in small lots. Therefore, to the extent that they do buy direct and cause the establishment of manufacturers' warerooms for their convenience, they are superimposing these new substitute-jobbers upon the already existing system of jobbing establishments which must be continued for the service of ordinary stores and even for their own use on goods they cannot buy direct. Therefore, instead of eliminating they have added to the complexity of the distributing machinery and somewhat to the expense. It may not be without significance that even before the world war the most striking advances in the cost of living were concurrent with the great development of the various methods calculated to eliminate and save middlemen. It cannot, however, be implied that they were alone responsible for it. Again as to department stores, it must be remembered that those really falling under this head are to be found only in our very largest cities. They are adapted to serve only in congested centres of population and that even in these centres they are so far from the homes of the residents that smaller neighborhood stores and specialty stores do many times the volume of trade of all the department stores of a city put together. They are therefore an insignificant factor in the whole system of distribution of a nation.

What the Chain Store Attempts

Next take the chain stores. Chain stores, in contrast to the department store, may be described as a multiple system of establishments under one ownership and in one line of business under different roofs. They are found in the grocery, drug, hardware, hat, shoe, clothing, haberdashery, candy, cigar and other lines. Some combinations operate over a thousand stores and stretch from coast to coast. Obviously they do not eliminate the retail store because they are essentially local retail stores themselves. Do they eliminate the jobber?

Take a typical chain store concern doing business in the Eastern States.

Its headquarters are in New York. Here it buys for a hundred stores. It orders in genuine jobbing quantities just as does the ordinary jobber who sells to several hundred stores. At its headquarters it has a large staff of buyers and a warehouse at which it receives its goods from the manufacturers. But how do these goods reach its branch stores? They must be stored, held in stock, orders received from branches, the goods packed, billed, shipped and accounted for, exactly as in any jobbing concern. Assume that it has one or two stores in Portland, Me. Numerous small shipments must go from New York to Portland. The ordinary small independent store in Portland, however, can buy from jobbers in Portland who carry stocks bought for dozens of retail dealers in and around Portland and brought there direct from the factory in great bulk. Has there been intrinsic gain or loss in this attempt to eliminate the wholesaler? I submit that it amounts only to a change of form with general disadvantage in the change.

We need not go on through the list to dissect the operation of each of the other methods attempted in the hope of "eliminating the middleman." We may content ourselves with an examination of the manufacturer who sets up his own stores and the purest co-operative systems of consumer-owned systems. If the same old middlemen continue to bob up in some form or other we may accept them as inevitable and see where hope really remains.

Takes up the Jobber's Work

Chains of manufacturer-owned shoe stores are among the commonest of this type. The producer deals "direct" with the consumer. True, the company which owns the stores where the consumers buy, makes the shoes. But there is no marked difference between the stores and those of independent retail shoe dealers. They perform the same functions in about the same methods and a paid manager takes the place of the customary proprietor on the principle of the absentee landlord in agriculture. It may also be noted that whereas the independent local dealer represents the consumer, the local manager of the chain store represents the manufacturer and is restricted to the products of one company instead of choosing among many.

The place of the jobber is taken by the manufacturers' own warehouses set up in central points from which the goods are distributed to the local stores of the company. As a matter of fact chain shoe stores are generally confined to large and medium sized cities and in the smaller towns local shoe dealers act as agents for these same companies buying "direct" from the manufacturer, but receiving their stocks through the same branch warehouses which serve the stores of the companies. It is a commentary upon the economy involved in the system to note that the independent "agent" dealers are sold on terms that enable them to sell to consumers at the same prices as the company-owned stores. Nothing has been eliminated; the branch warehouses of the factory are merely substitute jobbers. Invariably the functions of wholesaler and retailer must be performed and the only change is in the name of the machinery for doing it.

Finally, how do consumer-owned co-operative enterprises function on this proposition of elimination?

Fair examples are found in the great co-operative societies of England and Scotland.

The customary process in the formation of these enterprises is for the people of a community to join together and each to subscribe the equivalent of about $5 or $10 towards the capital for setting up a local retail co-operative store which sells both to the subscribing members and to the general public, but dividends based upon the profits of the store are paid to the subscribers not in proportion to their stock holdings, but to their purchases at the store.

They start out then by *not* eliminating the retail store, but by establishing a new one in the community and owning it themselves.

"Co-Ops" go to the Source

Although many of these "co-op" stores buy in part or mainly from ordinary jobbers, the majority have joined in setting up their own co-operative wholesale societies. Thus the consumers own the retail stores and the retail stores own their own jobbers. Single ones of these wholesale "societies" do a business of several hundred million dollars a year, selling exclusively to the co-operative retail stores. So great are their operations that they also own several factories and on foreign continents own their own plantations and warehouses.

But in these very facts of the way in which these consumer-owned institutions organize to perform their functions, is the strongest demonstration that the wholesale and retail middlemen cannot be eliminated. They may be owned, their profits may be turned back to the consumers or part of the the consumers, but it is futile to start to "buy direct" or to cut out the jobber or retailer. And the wastes and losses also must be borne by the consumer and it must not be overlooked that these "co-op" stores often fail or run into losses.

It remains to be considered whether in spite of the non-elimination of middlemen the co-operative society and the other recent types of distributors merit the measure of success they enjoy or whether they are psychological rather than economic phenomena, temporary and passing.

As to the co-operative store system, it may be admitted that there is no saving in the machinery of distribution. Even to the matter of traveling salesmen representing the wholesale societies and calling upon the very retail stores which own them, all of the paraphernalia of the ordinary jobbing and retail system is duplicated. The wholesale societies find that it is necessary to explain their wares, answer questions and objections and stimulate the managers of the retail stores to order more and new goods and they maintain a large staff of travelers to accomplish these and other purposes. Advertising is similarly employed.

If they do all of the work of the conventional distributing system and eliminate none, where may they be expected to make savings for their consumers?

The second of our tests referred to saving unearned or unreasonable profits taken under the existing distributing system. Can the co-operative or other large retail institutions maintain themselves more efficiently and cheaply, and thus make savings and earnings to the ultimate users of commodities?

On a Keen Competitive Basis

Or do the ordinary wholesalers and retailers extort exorbitant profits offering a chance to puncture inflated prices on that account? They are on a keenly competitive basis. They compete with each other and also with the chain stores, manufacturers' stores and department stores. If there were any general, willful overcharging, it would seem as though it would immediately re-act to drive trade from those who indulged in it. Yet the vitality and persistence of the stores and jobbers of the old order baffle and annoy those who look for and seek their early removal. On the other hand, the growth of department stores, chain stores and especially of the great "co-op" systems of Europe and the popular impression in some quarters that they can and do undersell the small stores which obtain their goods through customary channels has caused them to be sometimes hailed as deliverers from the burdens of the high living costs which have grown so persistently higher and their commercial success is accepted as proof of fitness.

Yet if all the work of the old system remains to be done under the new, one must wonder whether it is because a hired manager of a store which he does not own is necessarily more capable or interested or efficient than the owner-proprietor whom he is intended to replace. Do people ordinarily work better for others than for themselves? Do they watch the small economies, have they the incentives for hard work, close supervision and skillful management when others take the profits or stand the losses? Will the managers, foremen and laborers work harder, produce more or take less wages in a factory owned by absent consumers than in one of the ordinary variety?

We are back upon old questions here, and argument will lead nowhere.

But next month under the title "Dissecting the Consumer's $" we will examine the facts obtainable as to the comparative operating costs and methothods of the newer distributors beside the old. We will take the consumer's dollar apart and see how much of it goes for the production of the goods, how much for the maker's expenses and profits, how much to the wholesaler and what toll and profit the retailer takes.

Costs should be lower. There is a way of saving even though we cannot eliminate any of the links in the distributing chain. It is not to discourage effort by showing what cannot be done that this article is written, but to save misdirected effort and divert it into fruitful channels.

(*To be continued next month*)

* * *

The Auto Strop Safety Razor Company are running some unusually large advertisements in a selected list of dailies, through their advertising agents, Norris-Patterson Limited.

EFFICIENT SALES MANAGEMENT

XII—Incentives and Rewards for Salesmen

What is a fair reward for successful salesmen? What plans of paying salesmen are most successful, and what incentives will stimulate their efforts? The kind of sales-management salesmen are looking for, Continuing the series of articles

By E. St. Elmo Lewis

AN eloquent speaker had held in a trance for an hour a convention of sales managers and salesmen—

"Look at Charles M. Schwab. The biggest asset Mr. Schwab has, is that wonderfully pleasing and gracious personality. Personality is the biggest asset of the successful salesman. Look where Schwab is to-day! Learn, therefore, to smile, to take pleasure in your work, to know the human side of the other fellow to get the point of contact with his interests, etc., etc."

In the midst of the great applause, one of the audience interrupted the speaker with:

"Isn't it true that Mr. Andrew Carnegie made Mr. Schwab a partner in the Carnegie Steel Company and gave him a chance to become a millionaire?"

The speaker admitted that this was so and passed on to further inspirational personalities and anecdotes. After adjournment an old sales manager observed to his circle— "Schwab's pleasant personality is a great asset, but Carnegie's method of rewarding him was a great incentive."

In the organization holding this particular sales convention the salary method of compensation was in force. The unrest expressed in a yearly turnover of sixty-seven per cent. in the sales force, the inability of the sales manager to forecast sales efficiency, were signs of that unhealthy condition of mind and spirit of the organization for which the management apparently had nothing better to offer than the cocaine of inspirational talks.

New Era of Enlightment

Certainly there has never been a time when executives realized as to-day the fundamental—that the motives that prompt the quality and quantity of service rendered by the least of their employees are the same motives that prompt the head of the house to do his work. The same desire for prestige, for mental and spiritual development and progress, for financial security, for ease of mind as to the future, for personal distinction and commercial recognition, is dominant—even if unanalyzed and unrecognized—in the office boy as in the president, the directors and stockholders. The assumption that a salesman is an entirely different kind of human being than the man who supervises him, that the mere change from a subordinate to executive position transforms the whole man in the sense of values, aspirations and attitude toward life, is one of those persistent physique-errors generated by our fundamental American concept that there are great individualistic differences—that we are different in all things—that we must start with our differences, our sacred

"Men will not long continue to give extraordinary results for ordinary pay."
—C. E. Knoeppel.

* * *

"Business cannot expect nor exact of employees more than a wage-level of efficiency unless they receive more than a wage-level of pay; the collective spirit and enthusiasm of a working force cannot be developed by appeals to each individual's selfish desire."—Fast.

* * *

"A king should search for unknown merit and reward men for worthy deeds performed in secret. He should always pay attention to this and keep agents everywhere so as to be informed of meritorious deeds. He should watch for good actions as carefully as tyrants do for conspiracies."—Frederick the Great.

* * *

"An employee who feels underpaid, holds back much more than the difference, and no feeling is so contagious. If it is not possible to pay a man just a little more than he himself really feels that he is worth, it is time to discharge him, always having in view, however, the fact that the company must make money out of the services of its employees, otherwise it would have no reason for hiring them, as no business is a charitable organization."—Francis C. Green. President, O'Sullivan Rubber Co.

* * *

"At our works in Bethlehem, every salesman receives a profit and pay, not upon the amount that he sells, but upon the profit that is made on the material which he alone sells."—Charles M. Schwab, President Bethlehem Steel Works.

* * *

"Every man's life work ought to be capable of inspiring love, loyalty and hope."

ego, even if it is a very inefficient, unsatisfactory, futile and sterile ego.

A change is coming over management. Individually excellent judges of character, temperament and motives, socially and in mass judgments our business men err most egregiously. They have not known how to handle the public mind and emotions—witness the failure of the public service corporations, banks, great industrial corporations, to develop our intelligent public corporations. The public support has been swung against them by ignoramuses and demagognes, because these last have known one thing the men wise in many things did not know—human nature, the basis of salesmanship.

A couple of years ago, a great Sales Congress was held in Detroit. In a session devoted to the subject of sales management the selection, training and compensation of salesmen were the foremost topics of discussion.

A recent convention of the National Association of Corporation Schools, which represents over a million employees, the same problem of selecting men held first place. A growing intelligence is being shown in discussion, a greater and more serious realization of the part the men in these problems is developing, but more important, a greater respect for all experience is being shown. In other words, a scientific attitude is developing.

Inspirational talks, emotional appeals to sentiment, act like a cocktail or a digestive excitant, but, as one man expressed before a sales managers' organization—"Creating an appetite already ravenous may be good, but giving us something to eat is more important."

I find that most salesmen want the better, bigger things of life, but they want to be shown *how to get the better things.* It is an excellent thing to give a man an ideal, but it is just as practical to show him how to intelligently and effectively progress toward that ideal.

This demand for a program of action calls for intelligent management—it calls for scientific management—because it is not true that men will not attempt to do the right things, but they, too, want *results.* They have not been expertly guided, they have not been developed, they have suffered, as well as the employer, from the lack of intelligent, disciplined leadership.

Our new science of management places the cause of failure on the management, not the men. So in any discussion of the question of incentives and rewards for salesmen in this paper of this series, we must first accent the incentive of straight thinking i.e., recognition of the true problem, by the management, before we can hope for anything but a temporary palliative.

What do we Know About it?

We haven't solved the problem of scientifically determining fair rewards for salesmen. The system of more accurate measurement which the scientific method brought to production cannot be slavishly copied by the sales manager, but the principle upon which the scientific compensation of the mechanic has been determined, can be applied to selling by those concerns who have the vision to see the end, and the courage to face the problem there, and the patience to work out the detail.

In any attempt to apply scientific methods to sales management you are confronted by the type of inspirational sales manager of pleasing personality, who has come up from the ranks with a stubborn belief in born salesmen

who, as the artist, is hampered rather than helped by accurate knowledge.

We must have morale, faith, loyalty, courage in manager and men, but more than these alone there must be a keen, insistent, loyal confidence in the necessity for a perfect knowledge of what the problem is, and a consuming desire to solve it correctly. These are mere commonplace things of freshmen years to the scientific engineer, but are discoveries to the sales manager untrained in scientific methods.

Efficiency is still anathema to many minds. Scientific sales management is still "a shibboleth of crack-brained theorists" in the minds of many sales managers. This mental condition is a part of the data which must be considered in any attempt made to introduce a scientific method into the handling of sales departments.

The Attitude of the Employer

Most employers are like the one I talked to the other day. He was perfectly willing to have a school for salesmen, he wanted "to put out a standard demonstration," he accepted "the idea of prize contests," he approved "a closer supervision of the men in the field," he accepted "the suggestion of an investigation of territorial sales opportunities," he wanted a Sales Bulletin "started at once," but when it came to the question of compensation, he said:—

"We are already paying a lot of our fellows more than they are worth, I am going to prove it to them. I am going to cut out paying commissions. A few of our salesmen are making more money than some of our heads of departments. We're paying some of our men more than Jones & Co. of Buffalo is paying its men." This is the kind of a man who is making trouble. Such managers are creating the "drifters" among salesmen.

The problem is to educate the employer in the true economy of the adequate reward, the profitableness of the scientific incentive, because the employer must be the leader, the developer and teacher in the creation of a higher sales efficiency.

Changing Attitudes

At a recent executive club meeting one of the members in discussing the handling of salesmen in sales schools made this remark:

"The salesman who can sell me has got to be a pretty good man."

Isn't this the attitude of too many executives? The sales manager adopts the attitude that the salesman must sell *him*.

Why should he?

Probably he doesn't have to.

I have never seen a great sales organization that did not *seek* merit—develop it—make managers. One of the greatest sales organizations I know deliberately seeks men, finding a desirable man, it sells its proposition to that man.

As a matter of fact, of course, really creative sales managers find their men. This sales manager picks the kind of a man he wants, and he sells him the goods—the house-policies, sales-plan and methods, the financial and promotion opportunities, and then takes him in hand to teach him how to make more money.

A concern with which I am connected did not get an answer to the problem of obtaining new salesmen until it stopped advertising for men to come in and sell themselves. It faced about—went out, picked the men it wanted, sold them on the line and the organization. It was a mere change in mental attitude, but it got better men who stuck and produced—and it cut sales costs.

The evil of the situation where the salesman must constantly "sell" his sales manager is reflected in the statement of a salesman who said:—

"I spend about twenty-five per cent. of my time selling myself to the sales manager. I have to *sell* him on everything I go after and get. I have to *sell* him on more advertising in my territory, on giving me more of certain lines of goods in my territory, on handling certain customers in certain ways. I wish my sales manager would come out here and see what I have and what I am trying to do, show me how to do it better—and let me do the business, for now it looks to me as if I were doing his job and my own too.

What Do Salesman Work For?

Applying the principle of *investigation* to finding out what salesmen really work for, what they want, what are the incentives to their best effort, and what they are looking to as a suitable reward for what they do, brings me to an experience I once had.

I selected nearly 400 salesmen from various organizations in various lines. I made an investigation among these men to find out what *they* thought about the systems of incentives and rewards under which they were working. Some were working on salaries, others on commissions, salary and bonus, and under varying degrees of efficiency in management. Some had been salesmen for 15 years; none had been salesmen for less than 2 years; all were getting more than $1,500 a year, and all had worked at least one year in the position in which they were at the time of the investigation, and a few had been at their particular work for the period of 15 years. An executive of one of the companies offered to make a bet that 95 per cent. of the men would lay the stress upon the amount of money they got. Just why they shouldn't under modern American business ideals and methods he did not state.

It is not germane to my plan in this article to tabulate the entire results of the investigation, but I shall give a summary of attitudes in the order of importance as shown by the results of the investigation.

1. An opportunity to grow as big and as important in the organization as I show I can become.

Of the 148 salesmen who have a complete report this was the keynote of all of them. A keen desire for mental development—not from the standpoint of getting a better job alone, but the salesmen wanted to *earn* a better job, to be worthy of it, because, as one expressed it, "bluff can't *keep* a job."

It is the inalienable right of every proprietor to maintain as many "soft snaps for soldiers" as he desires—to keep good men out of jobs by filling them with inefficient but loved associates. I am assuming, however, that the proprietor wants efficiency in his organizations, i.e., making the best goods at the lowest costs and obtaining the greatest profits. Of course, he can then spend his profits in supporting "inefficient but loved associates" if he desires—but I want him to know what he is doing, and to give his efficient, if unloved, associates an opportunity to become of their greatest possible value to him.

2. Free promotion to greater opportunities.

The majority did not believe they could win promotion by an equitable standard, they expected to get it by "pull." Various reasons were given for this and definite instances were cited where promotion was arbitrarily given to relatives of the officials, or to favorites, or to men who had "cleverly sold themselves to the head of the house," and men were deliberately kept down who were not "popular with their superiors."

Of course, it makes no difference if these reasons given were false or true, the point in the investigation showed that there were no definite standards, understood by the men, by which promotion was insured to those who met the requirements—the standard tests—and had made good. Of course the men were convinced opportunity was not *free*.

3. They complained of a lack of definite business policies.

As Mr. Norval A. Hawkins, general sales manager of the Ford Motor Company, recently said:—

"Too many executives are of the grasshopper variety. A salesman gets a letter and he wonders where the boss has jumped overnight. The fault goes back to the fundamental trouble of not having a reason for everything that is done."

Most of the men complained of a lack of fixed, definite and reasonable policies relative to prices, terms, shipments; and the same with regards to problems affecting themselves. Already considered in a previous article on Standards, Policies, etc.

4. No standard of money rewards based on work done and profits earned.

The principal thing the men wanted in the money reward was a fair compensation for the work done—not only for the orders they handled but a fair share of the profits they earned. Many of them made the complaint that they were asked to do many things besides solicit business, and the efficiency with which they followed instructions was never put to their credit.

Another man said, salesmen wanted "rewards not based upon the time of service alone, but on the work actually done, and measured by the profits turned in." He "wanted compensation compared with old men who had passed their apex of selling power and who had stagnated." In other words, they wanted to be "measured by the speed of production and the profitableness of the work." They wanted standards of their expense, "based upon knowledge of the territory and not upon some arbitrary basis conjured up in the imagination of a man who had never seen the territory" in which they operated.

5. They all wanted a MAN for manager.

There are two types of sales managers which I find the average salesman particularly dislikes—the *glad-hander*—and side-stepper—who tries to get rid of the salesman's grievance by

(Continued on page 48)

MORE SALES TO MERCHANTS BY MAIL

1. Decorate your Proposition With the Dollar Sign

Beginning a series of articles pointing out the opportunities for getting more orders from retailers through the mails. Surely no one is better able to advise how to frame your proposition, what kinds of letters, folders, circulars, etc., bring best results, than one who has been successful in placing his product on sale in more stores than probably any other branded article.

Written for Marketing by William A. Hersey
Manager Mail Sales for Ingersoll Watches

DURING the past eight years, I have had the opportunity to examine a mass of advertising matter sent to retailers. One point has always amazed me in going over many of the broadsides — letters — envelope stuffers — folders, etc., namely — why more advertising men when selling the retailer, do not talk about their product in terms of profits.

What is a retailer in business for? He is in business to make a profit. He makes his profit by supplying the people of his community with certain lines of goods. Therefore, taking retailers as a whole, isn't it natural that when they think of a line of goods, they think of it in terms of profits?

By speaking of your line in terms of profits, I do not mean that it is not necessary to tell Mr. Dealer about the goods you sell. Though he does not buy them for his own consumption, he must have a working knowledge of the goods he sells, so as to be able to talk about them to his customers. Then too, he also wants to know something about the companies with whom he does business.

On the other hand I do not mean that it is necessary to mention the word "profit" in every paragraph of your copy, or to use pictures of bags of money, or cash registers working overtime, to illustrate your point.

Analyze Your Proposition.

To speak of your line in terms of profit, it is necessary that you must, first of all, understand the dealers who sell your line, and the conditions under which they do business. Study them —and study your line. List all of the reasons why it will pay Mr. Dealer to handle your line. Then, use those arguments in your advertising matter the same as you would if you were in his store trying to sell your proposition. After all is said and done, the fundamental principles of selling by mail differ very little from those underlying personal selling. If certain arguments will help your salesmen put over your proposition, it is dollars to doughnuts that those same arguments will be strong ones in a circular when written and illustrated in the right way.

Profits can be classified into four divisions — quick profits — sure profits — easy profits — and big profits. While very few dealers analyze each line in the light of these four classifications of profits, yet nevertheless, he is interested in each one of them. He wants to sell his stock as quickly as he can and make a quick profit. He can't afford to speculate, and he wants to be sure of his profits. He wants a line which will sell with the least effort — that means easy profits. And above all, he wants big profits.

To use a concrete example of how to analyze a proposition to find arguments to cover these four kinds of profits, I will take our own line as a basis. Little need be said, I am sure, about our product, as it is fairly well known. But we have certain fundamental policies which make our line an attractive one for the retailer to handle.

First: We consider that we sell through retailers, not to them. We cannot lose interest in our goods until he in turn has sold them.

Second: We look upon the dealer as a sort of co-partner. We manufacture the goods and create a market for them. But, as we could not serve each user direct, we serve them through the retailer.

Third: We supply selling helps —

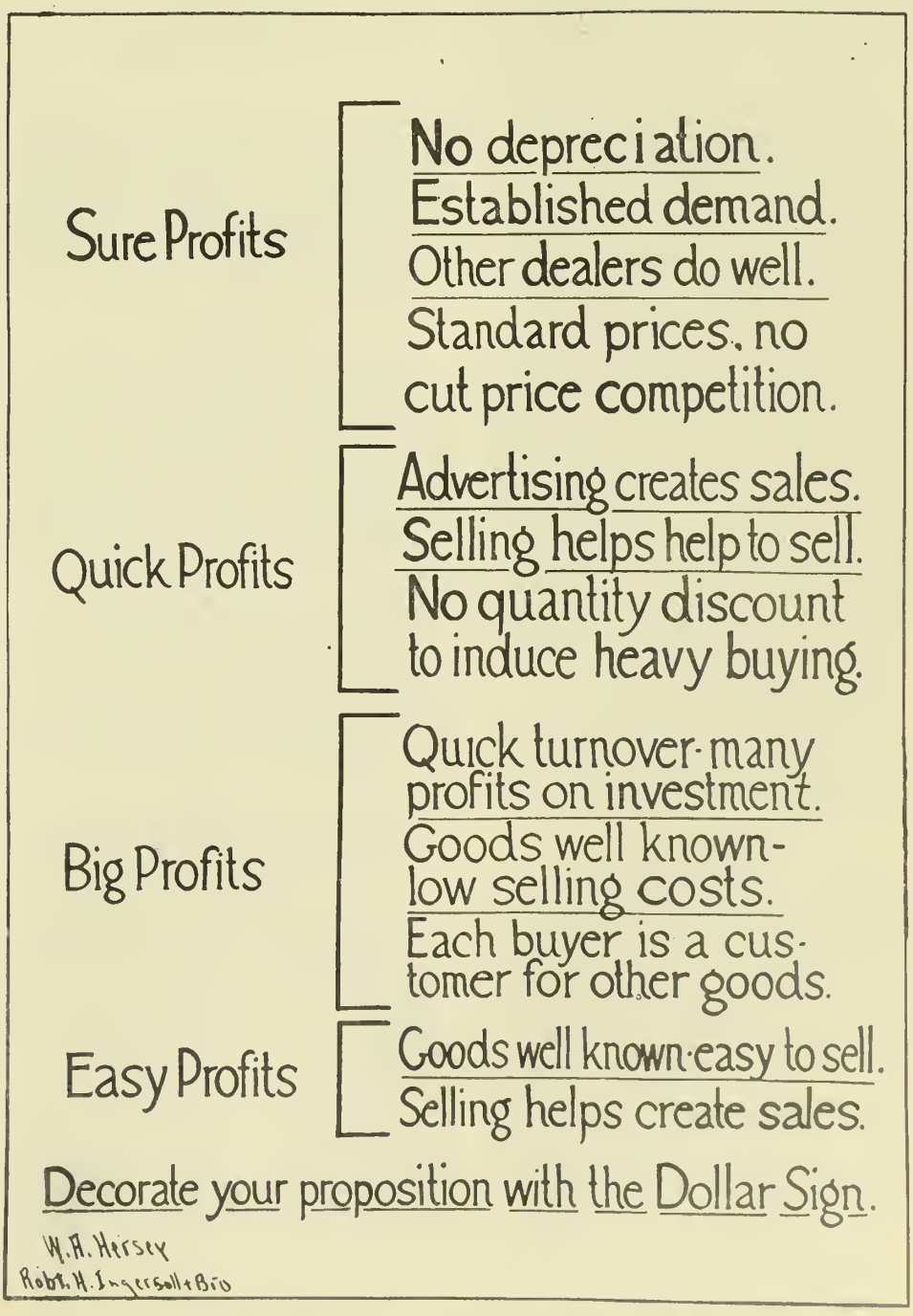

Sure Profits
No depreciation.
Established demand.
Other dealers do well.
Standard prices, no cut price competition.
Quick Profits
Advertising creates sales.
Selling helps help to sell.
No quantity discount to induce heavy buying.
Big Profits
Quick turnover-many profits on investment.
Goods well known-low selling costs.
Each buyer is a customer for other goods.
Easy Profits
Goods well known-easy to sell.
Selling helps create sales.
Decorate your proposition with the Dollar Sign.
W. A. Hersey
Robt. H. Ingersoll & Bro

Illustration No. 1 referred to in accompanying article.
An analysis of the reasons why it will pay a dealer to handle your line.

they enable the dealer to get the greatest amount of benefit from our advertising.

FOURTH: Our product is guaranteed by us.

FIFTH: Our products are sold at standard retail prices.

SIXTH: We have but one scale of trade prices. Big dealers and little dealers pay the same prices and make the same margin of profit.

SEVENTH: We believe in specialization which enables us to make the best watch possible for the price at which it is sold.

And a few more similar ones which are not of any special interest to this subject.

I have mentioned these policies to point out that if you will analyze your selling proposition, you can find a good many real sales arguments that are more effective in putting your proposition across than talking about the products you sell. Our experience has been that we can get bigger results from a circular by talking about our policies than we can by talking about our watches, or about our large factories.

BUILD YOUR FOUNDATION FIRST

Can you conceive a carpenter building the roof of a house first? It is impossible, you will say. Surely it is. Yet, that is the way many advertising men plan a circular. They plan the lay-out—decide on the paper—on the number of colors to be used—size of type, etc., before they even think of what they want that circular to do.

Personally, when I plan a campaign, or even one circular—I aim at a definite object. Before I attempt to do any work on the physical piece itself, I analyze the things I have to talk about in my circular, and objections I must overcome in order to put my proposition across. As an example—if you asked me to get up a circular on Ingersoll Watches based on the four kinds of profit that I have previously mentioned, the first thing I would do would be to make a list of reasons why a dealer can be sure of each of these kinds of profits, if he would handle Ingersoll Watches.

I would list them in the form of a chart—(see Illustration No. 1).

Let us analyze the ideas listed on this chart and see if they drive home the particular points that they were intended for.

SURE PROFITS

There is no depreciation on a line like Ingersoll Watches, Eversharp Pencils, Big Ben Clocks, etc., because these products do not change in style, neither do they wear out while in stock. The advertising creates an established demand, so the dealer does not have to worry about working up his own prospects. The line is handled by so many dealers that the prospective dealer knows that other dealers must do well with it. They are sold at standard prices which eliminates any fear of cut-price competition. All of these thoughts expressed in copy, tend to make the dealer think of sure profits.

QUICK PROFITS

Most every dealer knows that the faster he turns his stock, the more money he makes on his investment.

IF you wanted to invest $1000.00 and you were offered two bonds, one paying 3% interest per quarter and the other 6% per annum—and if the 3% bond was the safest investment of the two—in which would you invest your money?

¶ You can handle some watches that pay you a little more gross profit on the initial sale than "Ingersolls" do, but, considering the number of times you make your profit on Ingersolls each year—that is the number of times you turn your stock—your net return on your annual investment is much larger

Illustration No. 2.
Showing why he makes more profit by turning stock several times a year.

So he is naturally interested in quick profits. We can point out that the advertising we do creates sales and enables him to get a quick turn-over. The selling helps we supply help him to sell the goods. We do not offer quantity discounts, so it is not necessary for him to buy heavily. He can buy in small quantities and often.

BIG PROFITS

If a product is well known, it is easy to sell, and that means low selling costs. The lower the selling cost, the bigger the margin the dealer has left for himself. Then, another good sales argument which is often overlooked, is that a well advertised line of specialties brings customers into the dealer's store. These customers are prospects for other goods besides the advertised specialty.

This phase of profit links up somewhat with quick profits. But there is a slight distinction. Quick turn-over naturally means big profits.. But to drive this home to the average dealer it is necessary to use concrete illustrations. I will discuss this topic a little further on.

EASY PROFITS

Dealers like lines that take the least amount of effort to sell. The clerks do not like to stand and explain an article. So he is naturally interested in products that are well known, and take very little effort on his part to dispose of. Then the selling helps create sales for him, and naturally, these sales are easy to make.

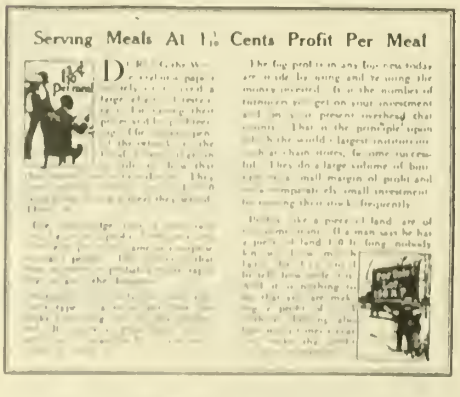


Illustration No. 3.
Another line of argument showing the effect of turnover on profits.

Now these few points are merely illustrations of how we can analyze our line to get ideas for circulars. My point is that you should not use the word profit too much in your circulars, but do it by inference. Arguments which lead the prospect to think of the point we are trying to make are stronger than direct statements.

AVOID THE USE OF THE WORD "TURN-OVER."

In the last few years there seems to be a craze on the use of the word "turn-over." Dealers hear it so often, that the word has lost its real value, especially in advertising matter. Personally, I believe that if you use the word "turn-over," it should be illustrated with graphic illustrations.—(See illustration No. 2).

On the other hand, while the word "turn-over" is used so extensively, yet there are many dealers who do not know the meaning of the word. Some of them look upon it as a sort of a cake. And that is no joke.

So when we are trying to illustrate to the dealer that he can turn your line a certain number of times a year, show him why he makes more profit by turning the stock several times in one year, than if he merely turns it once a year.

LETTERS THAT TALK PROFITS

Telling some one how to do a certain thing has always seemed so much to me like the man who is always criticising government officials. If you asked him how to do the things he complains about he would be up a tree, so to speak. So that I will not be put in that position I have selected several letters that are based on the ideas I have been discussing.

The following letter was sent to a list of customers in towns under 2,500. A circular and a post card were enclosed. This letter is built around the thought that we do not allow quantity discounts to big buyers and that our watches are sold at standard retail prices. Notice also that in the last paragraph we mention that selling Ingersoll watches helps him to sell other goods as well.

A FAIR DEAL TO LOCAL MERCHANTS

One of the most difficult problems for merchants in small towns to contend with is the fierce competition of the big mail order houses. With their catalogs scattered around your town among your customers, a great deal of trade goes to them that should really go to you. Isn't that true?

One of the biggest advantages that the big institutions have over you is that they can buy many lines of goods lower than you can. Manufacturers who sell mail order houses, invariably sell those huge institutions at lower prices than they do to the local merchant. And buying at better prices than you do, gives them a big advantage over you.

It stands to reason that one of the best ways of combating the mail order competition is to push advertised lines that are sold at standard prices and especially those lines that are not sold through mail order houses.

Ingersoll watches are not sold through a mail order house. And you can buy them at exactly the same prices in small quantities that the biggest dealers in Canada must pay for them in large quantities.

They are sold at standard retail prices. You do not have any arguments about prices with your customers. Folks know that they can buy an Ingersoll watch just as low from you as they can from the biggest city stores.

All of our efforts are directed to build up the local merchant's trade. We believe that the local merchant is one of the most economical and one of the most efficient mediums of distribution. And we do all we can to help them keep their trade at home.

Selling Ingersoll watches does help you keep your trade at home. It creates the feeling of confidence among your customers. Have you a good assortment of them? The models shown on the circular enclosed are the ones that are being featured in this year's advertisements.

Very truly yours,

ROBERT H. INGERSOLL & BRO.

The following letter was printed on the first page of a four page circular. This letter was sent to a list of prospects in towns under 1,000 in which we did not have a dealer handling our line. It tells the dealer why he can sell Ingersoll watches. You will notice, nothing is said about the product—about our large production—or our factories. The whole letter is based on one idea—that the dealer is overlooking a sure—quick—easy—and big profit by not handling "Ingersolls."

AN OPPORTUNITY FOR YOU

You are in business to serve the people of your community with the things they need, aren't you? And the better you serve them, the more profit you make.

Here is an opportunity to serve them—to keep your trade at home—and to add considerable to the profit side of your ledger, with very little effort and on a very small investment.

No one in your community is handling Ingersoll watches, and there is a good opportunity going to waste. Now, we would like to help you get that trade.

Ingersoll watches are an ideal line for a store like yours to handle. Here are just a few of the reasons;

Every one is a prospect—man, woman or child.

Very little talking is necessary to sell them, as they are widely advertised and everybody knows them.

They are not sold by the large mail-order houses.

You can buy them at the same prices the biggest buyers in the country pay for them.

They are sold at standard retail prices and no dealer can undersell you.

Selling Ingersolls is not a "jewelry" proposition. Lots of stores, situated just like yours, sell from 6 to 12 dozen a year. You can do it too if you will display them in one of our display cases and use the selling helps we furnish. Give them a chance and they will go a long way in selling themselves.

And it does not take a big investment to get started. We have arranged a special introductory assortment—it is listed on the inside page of this letter. It is just a small assortment but it will prove to you that you can build up a good trade for Ingersoll watches.

See the inside page for the special proposition. Use the enclosed post card for ordering it. Thank you.

Very truly yours.

ROBERT H. INGERSOLL & BRO.

The next letter was sent to a list of customers who were not using one of our display cases. This letter shows the dealer how to make extra profits.

A SUGGESTION

It is a safe bet that the more Ingersoll watches you sell the better it will suit you.

Now to a very large degree the number of "Ingersolls" you do sell depends on the way you display them. We are advertising continuously to create prospective buyers for you. But many of them must be reminded to buy.

And the best way to remind them is to display your "Ingersolls" so that everyone who comes into your store can see them. To enable you to display them attractively without interfering in any way with your other displays we supply display cases. Through years of experience with thousands of stores just like yours, we have learned that the use of one of our display cases does increase your sales of "Ingersolls."

Here are several illustrations of the ways in which they help to increase your profits;

Illustration No. 1.

Mr. Jones comes into your store to buy something when on his way in or on his way out he sees the "Ingersolls" attractively displayed in the Ingersoll display case. It reminds him to buy one of the watches he saw advertised. That means an extra sale for you—a sale you would not have made if you had not had that display case on your counter. And one of these cases will make just such unexpected sales.

Illustration No. 2.

Then again, many customers come in with their minds made up to buy a Maple Leaf or one of the other low-priced "Ingersolls." But when they see the higher priced models displayed along with the low-priced models, they will quite often decide to buy a Reliance or a Waterbury instead of one of the low-priced models. That means larger profits for you.

If you haven't one of these new display cases—shown on the circular enclosed—let us send you one with one of the special assortments. Let it work for you—it will make extra profits for you.

ROBERT H. INGERSOLL & BRO.

The previous letter showed the dealer how he could increase his profits by using one of our display cases—and dealers are always interested in making extra profits. The following letter also shows him how he makes more profits by handling a full line of "Ingersolls":

We discovered something interesting last week.

We made an analysis of several hundred of our sales cards and we found that in nearly every instance the dealers who sold the most "Ingersolls" in their respective communities were the ones who carried a full line of our watches.

When you stop to think of it, the reason for that is simple. We advertise a line of watches—not only one or two models. And unless you handle a fair representative line of the watches we make, you cannot get full benefit from our advertising.

Here is what one dealer in a little town not far from here says about handling a complete line of "Ingersolls."

"I used to think that I could not sell the higher priced Ingersolls and therefore did not handle them. One day one of your salesmen called on me and induced me to put in a full line and to make a display. I did—and the results I got proved to me that I have been overlooking a good opportunity by not handling a full line and by not making more displays."

This dealer boosted his Ingersoll sales from $270 in 1917 to $1,699.50 in 1918. Incidentally, he increased his profit from $90 to $566.70. And that is only one of the many interesting experiences we hear of where dealers have increased their sales by having a complete line and displaying them.

Is your stock of them complete? The models illustrated on the circular enclosed will give you a good representative line. They are the ones that are being featured in our advertisements this year.

Very truly yours,

ROBERT H. INGERSOLL & BRO.

P.S.—And have you made an Ingersoll display lately?

Then back to prospects again (that is dealers who have never handled), the following letter was sent to a list of druggists. Notice how it refers to the fact that "Ingersolls" are handled by some of the largest drug stores in the country:

Any line that you can sell—and that will pay you a good profit—is worthy of your consideration, isn't it?

At first thought Ingersoll watches may seem to you like a line of jewelry and that they should be sold only in jewelry stores. But such is not the case. "Ingersolls" are not jewelry in the ordinary sense of the word, and selling them is quite different from selling other watches.

People buy Ingersoll watches where they see them displayed. And the whole secret in selling them is in letting your customers know you have them. An advertisement in the Saturday Evening Post will produce more results than one in the Literary Digest. Why? Because The Saturday Evening Post has the biggest circulation. And the druggists has more possibilities for selling Ingersoll watches because there are more prospective customers coming into a drug store than in any other class of store. That's why so large a percentage of our volume is sold through drug stores.

When you consider that stores like Buck & Rayer, MacLean, Riker Hegeman, and Liggetts—sell and display them prominently in all of their stores, there must be something to the line from the druggist's viewpoint. Isn't that so?

Now, there isn't a better time of the year to put in a line of Ingersolls than right now, as Ingersoll watches have always been one of the most popular Christmas gifts. And the best models to put in are the Radiolites—the watches that tell the time in the dark. For the past two years we have featured Radiolites in all our advertisements, and this year most of the Ingersolls sold are Radiolites.

We have arranged two special assortments of the four best selling models. With these assortments we will send you attractive display fixtures. Naturally, with our experience with thousand of druggists, both here in Chicago and in every city in the country, we know which models you will find the best sellers and in what proportion you will sell the different models. And it is to our interest, as well as yours, to suggest an assortment that will sell the fastest, for it is on your future orders that we must depend.

Just use the post card enclosed, and we will ship the order to you immediately.

Yours truly,

ROBERT H. INGERSOLL & BRO.

If you have a news sense you can often get plenty of good ideas from a thousand different sources to drive home your point. The following letter was based on an article in *Printers' Ink*. This letter, by the way, established a record for results:

DO THE MAIL-ORDER HOUSES CUT INTO YOUR TRADE

In an article in the June 26th issue of *Printer's Ink*, a magazine devoted to advertising, Mr. Julius Rosenwald, President of Sears Roebuck, said;

"Unquestionably, the logical method of buying goods is over the counter in a retail store. Any way you can fix it there is some delay and some inconvenience in buying from a mail-order house."

But in spite of that handicap, the big mail-order houses are growing by leaps and bounds. And they are cutting in deeper and deeper into the trade of nearly every small town merchant.

One of the advantages these big mercantile giants have over you is their tremendous buying power which enables them to buy many things much lower than you can. That enables them to undersell you on those articles—or it gives them a bigger margin to spend for advertising, catalogues, circulars, etc.

Now one thing that you can do to help keep your trade at home is to push goods that you can buy as low as they can—standard priced goods—and nationally advertised goods—such as Ingersoll watches.

Remember your customer can't buy an "Ingersoll" from a mail order house and no big city dealer can undersell you. The retail prices are the same everywhere—and the wholesale prices are the same to every dealer—no quantity prices.

It will pay you in more ways than one to display your "Ingersolls" prominently. The best way to display them is in one of the display cases shown on the circular enclosed. These cases were especially

(*Continued on page 47*)

KIRKWOOD'S LETTER FROM LONDON

New publications being promoted. Justifying retail prices. British manufacturer's requirements of Canadian agents. Considerable advertising activity in England. Directors who direct. Timely topics of interest to Canadians discussed by MARKETING's British correspondent.

By John C. Kirkwood

MANY British Manufacturers dare not advertise—so they say: they sell all their output to a single "factor", or, at most, half-a-dozen; and to do anything that would seem to be an effort to establish direct connections with lesser buyers would be to antagonize their big factor customers, and this might prove fatal.

One great British Manufacturer of textiles, when solicited to advertise in a publication of overseas circulation, said, "I'd like to, but I have one factor who buys from me £5,000,000 worth of my goods, and if he took away his business from me, I'd be ruined." This circumstance has significance for those in Canada who solicit the advertising of British firms.

Signs are not wanting, however, that a spirit of independence is developing. When a manufacturer has only one customer, or, at the most, half-a-dozen, he cannot always get for his goods the price or prices desired by him; nor is he building up the asset known as good-will. To get larger profits and to protect his business by having more customers, many an enslaved British manufacturer is making a real effort to get rid of his shackles, and this is good.

The Saturday Evening Post to Have an English Edition

Rumour has it that the publishers of *John Bull*, and numerous other periodicals, have arranged to bring out a British edition of the *Saturday Evening Post*. Great Britain has a British edition of the *Delineator*, and a British edition of *Vogue;* but a British edition of the *Saturday Evening Post* is quite another matter. The attractions of the present *Saturday Evening Post* are its great number of pages, its huge volume of interesting advertising, and its low price. Any emasculated edition of it would be unwelcome. However we shall wait and see.

The Advent of "Eve"

In November a new monthly magazine of feminine name, *Eve*, and of feminine appeal, made its appearance, and a most creditably produced publication it is. It is of the *Vogue* type—of excessive smartness in its illustrations and in its other contents. The advertising space available in it has been pretty thoroughly "booked" for a number of months in advance. The publishers are the proprietors of *The Sphere* and *The Tatler*.

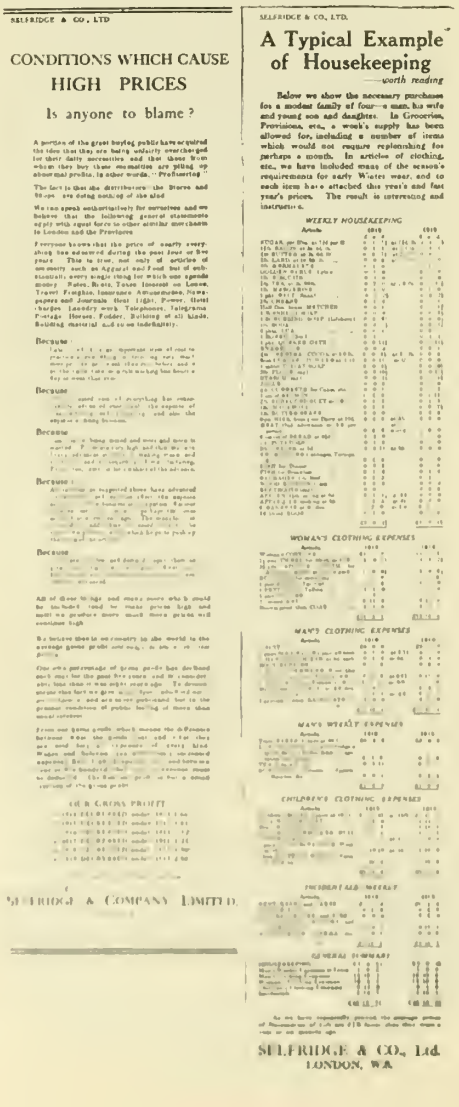
Another new publication put out its first number also in November. It is styled *Pan—a Magazine for Saints and Cynics*. It is a weekly after the fashion of New York *Life*. The covers are quite good, but the contents, viewed as an example of good typography and of art as applied to periodical making, are disappointing; indeed, I found myself repelled by the first issue.

New literary or semi-literary periodicals and business technical and trade papers are very numerous, and the end is not yet. One of the best of them is *The London Mercury*, a high class literary (bookman's) monthly, selling at 60c. a number. It carries no illustrations, and has a simply designed golden rod cover. But its format and typographical dress, quality of paper, and excellence of contents, make it decidedly superior. One welcomes this publication, and *Eve*, referred to above, as being well-conceived and well-produced.

Another new publication, of no very great service to any class except producers of wines and other alcoholic beverages, is called *The Piccadilly Review*. It is a weekly, using newsprint. The interesting thing about it is its methods to obtain for it a street sale. It is sold by girls clad in vivid yellow coats.

The London Times Has a New Advertising Manager

To be or to have been the advertising manager of The London *Times* is fame.


SELFRIDGE & CO., LTD

CONDITIONS WHICH CAUSE HIGH PRICES

Is anyone to blame?

SELFRIDGE & CO., LTD.

A Typical Example of Housekeeping

—worth reading

WEEKLY HOUSEKEEPING

WOMAN'S CLOTHING EXPENSES

MAN'S CLOTHING EXPENSES

MAN'S WEEKLY EXPENSES

CHILDREN'S CLOTHING EXPENSES

INCIDENTALS WEEKLY

GENERAL SUMMARY

OUR GROSS PROFIT

SELFRIDGE & COMPANY LIMITED.

SELFRIDGE & CO., Ltd.
LONDON, W.1.

The London Times Has a New Advertising Manager (continued)

This fame is now possessed by Lieut.-Col. Eric Field, age 30. When I knew Mr. Field 10 or 12 years ago, when he was barely out of his teens, he was associate editor of the English edition of *Printers' Ink*. He was a young man of the student type, keen and fresh-minded. Then he became advertising manager of a book-publishing company owned and operated by Hedley Le Bas. Mr. Le Bas did some good publicity war work, and was knighted. Mr. Field also did good publicity war work, and, showing a genius for organisation, was sent to France. He did his work there very creditably, and has now come back to London and to one of London's choice advertising billets.

Colour Advertising

The employment of colour for advertising in Great Britain is becoming more and more general. *The Drapers Organiser* is the trade paper above all others to carry colour copy. *The Motor Owner*, a new publication, has carried much colour copy. The *Export Register of British Industries*, being prepared by the Federation of British Industries, will carry a goodly volume of colour copy.

The work of producing the advertising for this Export Register is in the hands of the organisation with which I am connected, and we are selling colour copy through suggesting it. Our Copy and Plan Department prepare lay-outs in colour, and "try it on", and the success is gratifying. Our aim is to make the *Export Register* attractive beyond all other publications of like sort. It is planned to produce this *Export Register* in eight separate language editions, a total edition of 20,000 copies. The distribution will be most judiciously made. A staff of about 20 persons is engaged in the preparation of this book, and quite six months will be consumed in the preparation of the English edition. The estimated cost of this enterprise will be $90,000 - $100,000.

Justifying Retail Prices

In Great Britain, since August 19 last, there has been in operation a Profiteering Act to bring to book profiteers and to throw the fear of the law into the camps of profiteering retailers, wholesalers and manufacturers, and trusts. The newspapers have had a great joy in "knocking" the retailers, and laugh with malevolent glee when accused ones are compelled to make refunds, and when some are sent to prison—for prison is the punishment, not a fine, for those found deep-dyed in their guilt. One daily newspaper, the London *Morning Post*, had a contributed article from a dealer, and a leading article in defence of the retailer, or, at any rate, putting forward the retailer's side of the case; and several trade papers have, of course, been defending the classes served by

them; but so far the retailers, as a class, and collectively, have been silent. They have not employed newspaper advertising to present their side—something which, in my opinion, they ought to do, for they are being unfairly suspected of being great sinners, as many, very probably, are. But individual retailers and some manufacturers have employed newspaper publicity to put them right in the public's esteem, and beyond a doubt their announcements welcomed and reassuring, and must win for them both confidence and custom. I send you some specimen advertisements bearing on prices and profits.

British Agencies for Canada

A Canadian correspondent has written to solicit my assistance in securing for him British lines for sale in Canada. He and a partner want to become manufacturers' agents. I have had previous correspondence of like sort. It may be that some of MARKETING's readers want to represent British manufacturers in Canada—a very good idea. I say to them this: British manufacturers as a class are not at all eager to appoint overseas agents at the present time. They are loaded down with orders which will take from one to three years to fill. All the world is hungry for merchandise of every description, and British export trade is good in the extreme. The great difficulties in the way of speeding up export trade are (1) the inability to get cargo space; (2) strikes and their disturbances, and (3) scarcity of raw materials. With conditions as they are new orders are positively neither wanted nor sought, and applications from overseas agents to represent British manufacturers in their domestic markets are inopportune.

But quite apart from the lack of appetite for more trade and for representation in overseas countries is the very understandable scanty attention given correspondence from would-be representatives who are not very specific in naming the particular class of goods they want to sell, and in giving satisfying particulars concerning their selling organisation. Men or firms ready to take on any kind of British made goods are not likely to make much impression, even though their references and bank accounts are first-class. The fact is that the only proper and sure way of establishing connections is for the would-be Canadian agents to cross to this country and make his canvass first hand. Personal acquaintance is highly to be desired, and when one is on the spot, one can do infinitely better work than when the contact is long-distance contact—feeble and slow-actioned. Suppose that some British would-be agent wrote to a Canadian or American manufacturer, in any general terms, soliciting the opportunity to act as British representative, what chance would he have? and what reply would he be likely to receive?

The foregoing comment relating to methods of solicitation have almost equal application to Canadian publishers who want British advertising, and to Canadian advertising agents who want British accounts: there must be personal solicitation in Great Britain, if quick and good results are to be obtained.

Advertising Is Flourishing In Great Britain

In spite of the fact that British Manufacturers have orders in hand sufficient to keep their factories busy for months to come, and in many cases, years, advertising is being extensively employed, especially in domestic mediums. The country's new industrial energy has asserted itself finely, and everybody seems nerved to supreme effort, to recover the lost ground of the war-years, to make money to pay the costs of the war, and to re-establish the supremacy of British trade. Advertising is regarded with a new esteem, for the war advertising demonstrated both the functions and power of advertising. It is because advertising is so easy to get that so many new publications have sprung and are springing up in Great Britain.

Printers Are Prospering

A phase or expression of advertising is printing. Every printer is busy, and the big ones have more business than they can well care for. Some refuse business, if delivery is wanted within three months—even small jobs. This state of things is likely to last for quite three years. All British firms issuing catalogues require to have their pre-war catalogues brought up to date. This is a tedious business. Many firms have many departments, each of which requires its new catalogue. The tendency is to produce superior catalogues and expense is not being seriously considered; the main thing is a high quality job. Much attention is being given to typography, to illustrations, and to covers.

Costs of printing have jumped up greatly. New wage scales have sent prices up 10 to 25%. Paper prices are rising and stiffening in the face of greatly increased supplies; the demand is great. Mills refuse, as a rule, to guarantee either deliveries by fixed dates, or prices for future deliveries. Prices must be according to the market at the time of delivery. This situation makes it almost impossible to give firm estimates, and where firm estimates cannot be given, there is no hesitation to place orders.

Advertisers Becoming Publishers

A very interesting development in the practices of some great firms is the publication by them of books, for which a price is charged. The makers of Michelin tyres, for example, have produced a series of books—guides to the battlefields of France. These books sell at various prices, up to 75c.

Several great British firms have produced books of their war work—in very good style, sometimes for complimentary distribution, sometimes for sale. These books can be most valuable technical publications, as well as having historical interest. One book now being prepared will sell for a guinea ($5).

Here is an idea capable of great development—in Canada, in the United States, and elsewhere. Our banks, for example, ought to produce a series of books on banking, finance and business, for sale, and for free distribution. Our life and fire insurance companies can produce many useful books. In this connection I recall a book about Canada, published by Macmillans. An edition of this book was purchased by a Canadian life insurance company—the Canada Life, I think, and distributed with its compliments. Manufacturing firms and wholesalers, serving the retailer, could very fittingly prepare, or publish already-prepared books, dealing with various phases of the retailer's business—the collection of accounts; the making, or re-making, of the complete store; the inventory and how to take and keep it; a cost system for retailers, speeding up sales, and so on. These books could bear a price; there is no need to give them away gratis. Our Canadian millers could publish useful books on the wheat fields of Canada, and on the economic value of milling to Canada. Some firm could very happily produce a good atlas of Canada; and publishers of newspapers could produce good county atlases or maps, which could be sold for money.

Books so published could be advertised in conjunction with the advertiser's regular advertising, and by other means; and in the course of the years, the distribution might become large. The distribution of informative or educative books would have a reflex value, of benefit to the interests or trades providing them.

In the same vein, I suggest that employers can become the publishers and distributors of little books dealing with the relations between Capital and Labour, or with the economics of production—this to educate labour, and dispel that ignorance which has been so tremendously costly in losses through strikes and their consequences.

"Smoke" Advertising

Perhaps it was "Velvet Joe" who started it; perhaps "Velvet Joe" is himself an imitator; but the fact is that in Great Britain there are several "characters" who sing the praises of cigarettes and tobacco. I am sending you some examples of their manner of expressing themselves, and of their self-drawn portraits. At least two of these created characters are quite recent—born in November, 1919. They are so obviously a "copy-shop" product that the consuming public is certain to discount heavily the sayings of these fictitious individuals; and, by and by, a new style of copy will have to be evolved. One could wish to see greater originality; but, perhaps, as is so often the case, the guilty imitator is the "boss" who reads his competitors' advertising and is irritated by it, and goes and does likewise.

"My Directors"

I meet some advertising managers who turn down distinctly superior copy and layouts, saying, "My directors won't have it," which is doubtless true, for when did directors learn to be salesmen?

The funny thing is that these directors are quite ready to admit that they are quite "dead" to the sort of advertising which they believe will appeal strongly to those whose attention they want, and pay out much good money to obtain; and in England directors as a class know as much about the art and value of publicity as a hen does about Mars, and the same is true about many of their advertising managers—men who have been given this office and title as an act of grace. Given a measure of power, conscious of their vast ignorance of advertising

PRECISELY. That's what I've maintained for 10 years. As a connoisseur your appreciation is esteemed the more particularly as it but confirms the opinions of PICCADILLY CIGARETTES which I have heard repeatedly expressed by my colleagues in The House and at the club.
I had the privilege recently of seeing PICCADILLY CIGARETTES in the making and I must confess not only to an admiration of the skill with which deft fingers formed them, but to an unexpressible delight at the rich aroma exhaled by the perfect leaves.
Truly one may smoke PICCADILLY CIGARETTES with the serene confidence that they are the highest attainment in the art of cigarette making
Piccadilly
An Ideal Gift.
Nothing makes a better gift than Piccadilly Cigarettes
Alexander Bogusławsky Ltd.,
Specialists in Cigarettes.
55, Piccadilly,
London.
W.
The Optimist
"GOING to the dogs, Jenkyns; going to the demnition bowwows!" he says. "Winter coming—short of coal, short of butter, short of meat, short of whisky, short of everything that makes life worth living. Which do you recommend, emigration or suicide?"
"Neither, sir," says I, "whilst there's still plenty of Kensitas."
Jenkyns
Kensitas
EXTRA LARGE
VIRGINIA
Cigarettes
20 for 1/4
50 for 3/3. 100 for 6/4.
Of all High-class Tobacconists.
See the name on every box and cigarette.
J. WIX & SONS,
174-175-176 Piccadilly, W.
Crayen Tales by Bob Blender, Jnr.
My Father.
Few remember my father because he belonged to the world of fifty years ago. "Old Bob Blender" was his nickname, and he enjoyed the confidence of many a distinguished smoker.
By instinct a rare judge of tobacco—with a zeal for naught else—he was always searching for the perfect blend. At last, in 1867, after many years of patient work, he attained his ideal in the superb mixture produced for and named after his illustrious patron, the third Earl of Craven.
Ah! he was a great man, my father. Some day I'll publish his reminiscences. Bob Blender, Jnr.
2 ozs. 2/2
Packed in tins.
CRAVEN
MIXTURE
Supreme Price the Sixties
"Pall Mall" Points
No. 6.—The Right Size.
CAREFUL experiments were carried out before the Pall Mall size was decided upon.
If larger, Pall Malls would burn too freely—too quickly. They would tend to be hot to the tongue. If smaller, there would be too great a proportion of paper—too constricted a space for even combustion.
Mr. Louis Rothman determined the size of Pall Mall Cigarettes—that's why the size is RIGHT.
PALL MAN says: "That's about the size of it."
In tins of
20 for 1/4
Also in 10's, 50's and 100's
ROTHMAN'S
Pall Mall
VIRGINIA CIGARETTES
In the bottle Grey Tins.
Of all High-class Tobacconists or direct from I. ROTHMAN & Co., 3 and 5, Pall Mall, S.W.
ROTHMAN'S
Pall Mall
VIRGINIA CIGARETTES
Straight Cut
"Truth is stranger than fiction"
THERE'S nothing I have ever said, or ever can say, sir, about Kensitas which will tell you how good they are half as well as the cigarettes themselves.
Strange that so moderately priced cigarettes should not only equal, but excel, many more expensive kinds!
Yes, sir, it is strange—a notable example of Truth being stranger than Fiction.
Jenkyns
Kensitas
EXTRA LARGE
VIRGINIA
Cigarettes
20 for 1/4
50 for 3/3. 100 for 6/4.
Of all High-class Tobacconists.
See the name on every box and cigarette.
J. WIX & SONS,
174-175-176 Piccadilly, W.
A Cigarette Secret
BY A CONNOISSEUR
The secret of satisfying cigarette smoking is to select a cigarette that does not catch the throat and dry the mouth. The average cigarette—even though quite good—cannot be smoked continuously without creating "smoker's throat" and that dull "headache" feeling; it satisfies without satisfying. The other day I came across a cigarette that did not catch my throat, burn my tongue, or dry my mouth, and though mild was set full of flavour and fragrance. Frankly, I could hardly credit my good fortune—for I have smoked cigarettes for years—all kinds—and, never before had I found a brand that I could smoke continuously without unpleasant after-effects. I came across these priceless cigarettes quite by accident—noticed red on a tobacconist's counter, a dainty of rather dainty white boxes with a blue band around the right hand end. The quaintness of the name "Kamil" caught my attention, and I bought a box to try them. Since then I have smoked nothing but "Kamils."
It is always difficult to describe just why a cigarette appeals to one's taste, but I venture to predict that nine men or women out of ten will be as delighted with "Kamil" cigarettes as I am. I know at this moment that "Kamil" is as good as the one I smoke with my morning cup of tea—and that is saying a good deal! Happening in 1916 the manufacturers anticipating that the war would last further than years—purchased immense stocks of pre-war matured Turkish and South Carolina Virginia leaf of the highest grade, and the fancy, accounts for the altogether exceptional purity and fine smoking qualities of "Kamils." If you recognise a high-grade cigarette when you smoke one I certainly must ask you to ask your tobacconist for a box of "Kamils." Turkish and Virginia, or American, according to your taste. They are all of the same excellent quality and all high-class tobacconists and the leading hotels and restaurants sell them. Remember the curious name, "Kamil" (pronounced Kay-a-mill), and the box—white with a blue band—you cannot mistake it.
Kiamil
The Pre-War Standard Cigarette
Egyptian Blend 25's for 1/2 100 for 4/6
Turkish Special 25's for 1/6 100 for 5/3
Virginia Special 25's for 2/2 100 for 6/6
American " 20's for 1/6 100 for 8/3
For Connoisseurs
Kiamil
CIGARETTES
Of all High-class Tobacconists and Stores
Sole Manufacturers
I. Cranfield & Sons, Ltd.
19 Leicester, E.C.1

SOME BRITISH TOBACCO ADVERTISING

and printing, and suspiciously afraid of those who know much more than they do, many of these miscalled advertising managers take refuge in their privilege of vetoing proposals relating to suggestions, copy, designs plans, and selections of media.

To their credit be it said that generally they give no explanation of their decision; they seem to know instinctively that the concealment of ignorance is safe tactics. It is against the ignorance, stupidity and vanity of some advertising managers and their directors that the British advertising man, be he agency man or publishers' representative, has to make his assaults.

Lack of British Advertising Clubs

Where the light shines through fog or not at all, germination of the seeds of knowledge is apt to be slow. Great Britain has no counterpart of the Associated Advertising Clubs of the World, very few advertising clubs, no national or territorial conventions of advertising men and salesmen. It has one Herbert N. Casson, but it didn't want him very badly, and perhaps even yet fails to appreciate all that he is doing and attempting to make efficiency in production and distribution the rule, instead of being the exception which it now is. It is when one gets away from Canada and the United States, with their highly developed and educated interest in advertising and merchandising, that one perceives that all the forces and agencies of enlightenment at work in both the past and the present have a good fruitage. Some day the annual convention of the A.A.C.W. may be held in London, and if and when this day comes, it will be good for Great Britain, and for those in the New World who hope to recruit their revenues from the British manufacturer's spendings.

Codifying Publishers' Data

In a former letter I spoke of your *What's What* book, saying that Great Britain did not have a similar book, and wasn't ready for one. Yet something faintly kin to the idea of your book is a publication being brought out by Streets, an advertising agency—a counterpart of Stalker's quarterly guide to publishers' rates. This British replica follows the Stalker model, even to the use of the combined white and golden rod papers. It is bound to be useful and has already been welcomed.

Publishers' Rate Cards

Many British rate cards are a crime—by their omissions. The last one I handled—that of a semi-new publication, a former Government publication, for which no advertising was accepted, now being continued as a private venture, on commercial lines—failed to state date when quoted rates became effective; size of type page; width of columns, depth of columns, number of columns; whether monthly, weekly or semi-monthly; day or date of publication; class of interest served; anything about its circulation—field or quantity; character of paper used; what half-tone screen was most suitable; when last forms closed; and a few other essentials. Yes, it did state the name of the publication, and the rates. If any Canadian publisher's rate card is equally and similarly uncommunicative, I should be glad to receive it as a curiosity.

"Out For Coffee"

I have made three attempts to see a certain man connected with publishing. Once I called between 9.30 and 10 a.m.—too early; another time I called after 10—not arrived; the third time I called between 11 and 12—*out for coffee!* Going out for afternoon tea is a recognised British custom, but going out for coffee in mid-forenoon was a new one to me. One would say that this publisher has a "cushy" job. I am wondering: Was it really and truly *coffee?*

Christmas Greetings Acknowledged

The Christmas spirit around the office of Marketing was materially augmented by the receipt of very attractive Christmas greeting cards carrying the good wishes of the following: Toronto Envelope Company, Limited; the *Nor'West Farmer*, Winnipeg; The Herald Publishing Co. Ltd., Montreal; C. W. Stokes, Asst.-General Publicity Agent, C.P.R., Montreal; Hew Trill and W. J. Healy of the Gazette Printing Co. Limited, Montreal D. J. Beatty, Advertising Manager of Northern Electric Co. Limited, Montreal; Acton Publishing Co., Limited, Toronto; Clifford Elvins, Advertising Manager of the Imperial Life Assurance Co., Toronto; W. S. Marson and Staff, the Montreal Star; H. W. Wadland, Grip Limited, Toronto; Fred M. Hahn, Advertising Manager, Channell Chemical Co., Toronto; The *Border Cities Star*, Windsor; Claude Sanagan, Advertising Manager, Willys-Overland Limited, Toronto; The Shaw Publications, Chicago; H. A. Robert, Advertising Manager, "*La Presse*," Montreal; The Mortimer Company, Limited, Ottawa; Kenneth S. Zimmerman, Toronto.

* * *

Edgar J. Guy, of Toronto, has been appointed Eastern Representative of the Victoria, B.C. *Daily Times*.

* * *

During Christmas week, the management of the London *Free Press* gave each of their employees, numbering over one hundred and fifty in all, a very acceptable Christmas present of a full week's pay, in place of the turkeys usually given. Mr. A. S. Blackburn, Acting Manager during the illness of Mr. W. J. Blackburn, expressed his appreciation of the loyalty of the staff during 1919 by letter as well.

HOW TO GET MORE ORDERS FROM FARMERS

Some practical hints from the experience of a man who knows. Based on an address before the recent Direct Mail Advertising Convention.

By G. B. Sharpe,
Assistant General Sales Manager, The Cleveland Tractor Company

FIRST, I want to take a few minutes to discuss the farm market itself. And while I haven't time to make an exhaustive analysis of the farm market I do want to impress you with the fact that the farmer is a bigger and better buyer to-day than he has ever been before.

He is selling wheat at $2.20 a bushel as against less than $1.00 a few years ago and he is getting prices for his other grains and produce in the same proportion. Not so long ago 30c a dozen for eggs and 40c a pound for butter was considered a good price and look at what he is getting to-day.

But, some one will say that the laborer and the artisan have increased their incomes as well as the farmer. True, but remember this: when the average city man has paid his rent, and his grocer, and his butcher, and the shoe man, and the clothing dealer, and his income tax, with all his increase in income he hasn't as much left over as he used to have because his cost of living has gone up faster than his income has gone up.

On the other hand, while the farmer's living cost has increased he is a good deal better off in that respect than the man in town because he produces a good proportion of what goes on his table. Most of the labor on his farm is furnished by himself and his family and on the average I don't believe it is any exaggeration to say that the American farmer has doubled the net income he formerly enjoyed.

Not only has the farmer more money to spend but he is more inclined to spend it. Most every farmer nowadays has his "flivver," or it may be a "six" or an "eight." Both he and his family get around more. They visit more. They get to their nearest shopping center and to other shopping centers. They not only shop at the general store nearby but at the department store forty or fifty miles away.

The son and daughter have gone to college and come home with new standards of living that demand more of the comforts of life, and the "keeping up with the Jones's" epidemic has at last spread to the agricultural community. As the farmer's standard of living goes up his wants increase and what only yesterday was a luxury to-day is a necessity.

Surely a market as big as this with more ready money than it ever had before and a greater inclination to part with it demands your attention.

Now, how are you going to reach the farmer market?

The city and town market can be reached in half a dozen different ways. National monthlies and weeklies, daily newspapers, bill boards, street car cards, theatre programs, are all active in this field but when you come to the farm market I believe there are only two economical and effective methods of reaching the farmer—the farm paper and direct advertising.

Because the dealer in town doesn't have the intimate touch with his customers that the dealer catering to farmer trade has, the former isn't nearly so important a factor in controlling the purchases of his customers as the latter and for this reason I don't believe direct advertising can accomplish nearly so much in appealing to urban trade as it can in influencing the rural market.

That's one reason why I believe the farm field offers such a fine opportunity for direct advertising. The relation between dealer and his farmer customers is close and direct advertising offers an opportunity for the tie-up through the dealer.

Now, you know I am not selling direct advertising—nor any other sort of advertising for that matter. I believe in using whatever method gets the best results—that's what I'm after.

I like the word "direct"

And I am convinced that the distribution of circular letters or folders or any sort of sales literature is most profitable when it is "direct and not" haphazard.

If I have a message I want to spread broadcast to all the farmers I believe I can reach more of them and accomplish more with an announcement in the farm papers than in any other way. I believe I would be wasting my firm's money to circularize all the farmers, no matter what I had to sell them.

But on the other hand, if I have fifty dealers in Ontario selling Cletracs and those dealers have each fifty to one hundred names of farmers who they know are in the market for tractors and are financially able to buy the tractor I have to sell, I don't know a cheaper or better or more effective method of salesmanship in type than to let the mail take my message, not only once but time and again, to those farmers.

I know from experience that that sort of message mailed to such a list will be read. I know that it will get results if the message and the merchandise are right and what is even more to the point I know that my dealers will appreciate such sales help and we all know that when we can secure the good will and co-operation of our dealers our biggest selling problem is solved.

If you sell to the farmer through the dealer (and that's the only kind of selling I am familiar with—I have had no direct contact with mail order selling) do everything you can to "sell" the dealer on your line and your sales policies. I don't believe you can get very far by "forcing" methods. Remember too, that your line is probably only one of a dozen or score of different lines that the dealer handles. You may think your business looms up big but it doesn't look one-half as big to your dealer as it does to you.

I can't emphasize too strongly the importance of the dealer in your farm marketing chain and I believe you can do a great deal toward keeping him sold on your line through direct advertising. Don't forget him because he's got your goods on his shelf or in his warehouse. I don't believe there is any form of advertising, direct or publication, that will bring you such big returns as the "direct advertising" you do to keep your own dealers "sold" on your goods and to help them make sales.

Now as to the message itself.

I think it's a mistake to go on the theory that most any kind of printing is good enough for the farmer. There are still a good many people who go on the assumption that any kind of printed matter with "big black type and plenty of red ink" will get results from the farm field.

It is also a mistake, as I have seen done several times, particularly in long-winded circular letters, to try to get down into the pig pen with the farmer. The farmer isn't much different from his neighbor in town and he appreciates attractively illustrated and well printed advertising matter and will respond more readily to it.

I don't know anything about selling low-priced merchandise. I have never tried it. But if I have an article that I believe has merit and quality I want to have that quality and superiority reflected in my printed matter and in the message that I send out to the people whom I expect to buy my goods.

Aside from favourable impressions created on the actual prospects by high-grade printed matter there must also be taken into consideration its effect upon the dealer upon whom in the last analysis we must largely depend for the distribution of this matter.

The dealer would a good deal rather hand out an attractive folder or catalog than a shoddy looking piece of printed matter and it has been my observation that the higher the quality of sales help we furnished our dealers the better distribution we got.

Remember this, that when the treasurer of your company draws a check for the payment of any form of direct advertising, be it letter, folder or catalog, what he is spending your company's good money for is not the actual number of pieces delivered or so many pounds of paper and ink, but the impression that sales literature is going to make on the prospect when it reaches him.

As to the message or the actual sales argument, there are so many varying conditions that it is hard to lay down any fixed rule. There are two or three things that always should be kept in mind however. The average farmer is more interested in knowing the service an article is going to give

him than a lot of detail about its mechanical construction. The message should be clear and to the point, and not a lot of glittering generalities. If you can get your argument across in illustration so much the better. The right sort of an illustration may often show at a glance an idea that you couldn't get across in a dozen paragraphs. Remember too, that the farmer's office and his home are identical and in most every purchase made on the farm each member of the family is interested.

As some of you know, I was formerly in the cream separator business and I wasn't long in discovering that the farmer's wife had a good deal to say about what make of separator was purchased. Now, the woman can seldom be interested in mechanical arguments on detail of construction and for that reason we laid very little stress on mechanical construction but a great deal on the labor saving and economic advantages of the cream separator. In fact, last year I got out one folder in my follow-up series in which the appeal was made direct to the woman on the farm and the illustrations and text were all prepared with the express intention of making an appeal directly to the farmer's wife.

In the preparation of printed matter, folders, etc., for the farmer, keep in mind that the farmer doesn't have an office boy to open his mail and lay it on his desk. Visualize, if you can, how the average farmer gets his mail. The R. F. D. man pushes it into the little tin box on the side of the road. That's one reason why for years I have utilized offset printing as far as possible for folders to go to farmers and why I have recommended folders not over four inches wide. The big folder printed on heavy coated paper loses a lot of its attractiveness after it is jammed into the rural free delivery box. It isn't how the folder looks when it comes from the printer that interests me, it's how it looks when the farmer opens it up when he settles his tired bones at night by the side of the kitchen or the "sitting room" table.

Once more I want to emphasize that the more direct you can make your appeal the better results you will get from direct advertising. Let me illustrate. If a bank here in Cleveland wants to increase its depositors I believe that its general arguments will accomplish the most if printed in the local daily papers. On the other hand, an attractive folder or a well-written letter addressed to the mailing list made up of names of newly married couples suggesting the advantage of opening an account will undoubtedly be both timely and by reason of its very directness get results.

In the same way a message to the parents of "newly borns" suggesting the advantage of opening an account for the little shaver I would consider the very best kind of advertising.

When I was in the separator business I had a mailing list of some three or four hundred thousand names of farmer prospects, names secured through dealers, and I insisted upon dealers classifying those prospects into three divisions, non-users of cream separators, users of competing machines and users of out-of-date machines, and I had separate folders and follow-up letters for each of these classes. In other words I found out what the farmer's need was and then discussed with him the conditions in which I knew he was interested.

The same way in laying out direct advertising for my tractor prospects. If the farmer is a potato grower I am planning to send him literature and letters particularly discussing the advantages of our tractor for his needs. If he's an orchard man the letters and folders which he gets from us will discuss the big advantages of the Cletrac for orchard use.

I am simply giving you these two or three examples to illustrate more clearly what I am driving at when I lay so much emphasis on making your message "direct."

Make your "direct" advertising live up to its name. Let it carry a "direct" message and you will get "direct" results.

* * *

The New President of the A. of C. A.

W. C. Betts, whose speaking likeness appears herewith, was born "very long ago"—he says so himself—in Brest, France, of English parentage. His early education in France and England was rounded off by three years at the University of Berlin (Germany) and one year at the University of Pennsylvania, and he avers that he has been trying to overcome these handicaps ever since.

In business, he is Vice-President of S. Davis & Sons, Limited, Manufacturers of cigars, Montreal, as well as Chairman of The H. Fortier, Limited, Montreal, and also of Scales and Roberts, Limited, Toronto, both large jobbers of tobacco products. After living in various parts of Europe, and North and South America, Mr. Betts finally chose Montreal as a place of residence, thereby—to quote him literally—"arousing the envy of those compelled to live in the arid regions of this continent." At last we have a hint as to why his periodic business trips to Toronto are always brief.

No member of the Association of Canadian Advertisers has taken a keener interest in Association matters, nor rendered more yeoman service. For the last two years he has been Vice-President, and the step up is a well-deserved recognition of the effective work he has accomplished for the Association. That Mr. Betts will worthily wear the mantle laid down by the retiring President, Mr. W. M. Mackay, there is no doubt. His own innate modesty, however, leads him to make the following characteristic remarks on this phase of the question (we again quote): "a total ignorance of

W. C. BETTS
New President
Association of Canadian Advertisers Inc.

advertising will ensure my approaching advertising matters in a judicial spirit; and, until removed from office, I will endeavor to utilize my avowed knowledge of the Stock Exchange, French and Spanish drama, fire and marine underwriting, cigars, export trade and draw poker in furthering the interests of the Association." Which prompts us to remark that if he is as effective in all these other activities as he is in Association work, his ability is versatile, to say the least.

Mr. Betts is not a club man, because he "never lived anywhere long enough to reach the top of the waiting list." He is an ardent sportsman, his preference in summer being "running down rumors of fish", and in winter, "winding up the music machine." By this time the reader has probably gathered that Mr. Betts has a well-developed vein of humor in his make-up.

Though a humorist and a diplomat, Mr. Betts is always ready to take up the cudgels on behalf of any proposal that will tend to raise the standard of advertising and business practice—and a right doughty fighter he is on occasion. One does not need to be a prophet to assert that the Association will continue to grow in size and influence during the coming year under his aggressive leadership.

* * *

R. W. Ashcroft left his position as advertising manager of the United States Rubber Company at the end of the year. Mr. Ashcroft is well known to advertising men in Canada, having been advertising manager of the Canadian Consolidated Rubber Company for several years. His future business plans have not yet been announced.

* * *

W. G. Abel has been appointed representative of the *Grain Growers Guide*, Winnipeg, for Eastern Canada, with office in Toronto.

ADVERTISING'S RELATION TO HIGH LIVING COST

Advertising contributes to the high cost of living only in so far as it increases our desire for things, thereby tending to raise the standards of living. From an address before the Montreal Publicity Association.

By J. D. MacCallum

WHILE the Government Board of Commerce is touring Canada endeavoring to find out just who or what is responsible for the steady advance in the prices of practically all the commodities of life, prices continue to soar, and an exasperated public hits blindly and wildly at anything and everything calculated to be the cause of so many domestic disturbances. It is therefore, only natural that advertising, both national and retail, should become a target for some of these slugging bees.

Not long ago an eminent college professor said that "The enormous sum spent for advertising was directly responsible for the increase in the cost of the things we eat and wear daily." That statement, of course, is an exaggeration.

Advertising, however, does affect the high cost of living in two ways, because broadly speaking there are two kinds of advertising—that which has *real* selling value, thereby increasing production, and bringing down the cost per unit turned out; and the other advertising which has little or no selling value and may be written off as an expense.

All *effective* advertising is an economic saving, because it makes a short cut between the product and the buyer. This is especially true when it is borne in mind that most products are sold by an individual salesman to an individual customer, while really *effective* advertising will sell to the public en masse. If there is a shorter route or less expensive way of selling goods, increasing production, creating a new and larger market than the way of well chosen publicity, the keenest business brains of the world have yet failed to find it. A really effective publicity campaign is a time saver, a labor saver and a money saver, but it must be *effective*.

Reduce the point to this question; "Is there more *effective* advertising than there is advertising which is *not* effective?" I claim there is. If 70 per cent. of *effective* publicity campaigns succeed, and 30 per cent. are more or less failures we can safely say that advertising does reduce the high cost of distribution, production and selling, and therefore does not contribute unnecessarily to the high cost of living.

There is another way in which advertising does contribute to the higher cost of living and that is through creating a demand for articles that are sometimes not considered actual necessities. Advertising will convince a man that he should buy an automobile whether he can afford it or not. It will also influence a woman to buy a blouse because the price is marked down, whether she needs the blouse or not.

Let us then assume that this so-called fictitious demand which is created through advertising, store display and window display, is unnecessary, and therefore social waste; yet is the expense not largely offset by the advertising which makes for a better standard of living, thereby contributing to an improvement in the whole structure of our modern life.

Too many people are prone to minimize the value of advertising in the march towards a finer civilization. They blame advertising for creating a longing desire for things hitherto unattainable, and when they get those things they do not, in fact will not, do without them, but those same individuals would yell "Robbery" if they were asked to bear a fractional portion of the advertising expense in the purchase price of the little luxuries which they demand and will not do without.

It is quite true that advertising is sometimes responsible for increasing our desires for luxuries which in the stone age were considered unnecessary because they were unknown, but many of those so-called luxuries have given us modern comforts and better business efficiency which go to make life worth living.

The old stage coach of the early forties was good enough for the men who hewed homes for themselves in the virgin forests, but we must have fast trains, parlor cars and automobiles. Well, we must pay for them.

The goose quill was good enough as a writing pen in the earlier centuries, but advertising created a demand for the fountain pen, and we will not do without it. You can't pick fountain pens off gooseberry bushes, so we have to pay for them. The telephone, the gramophone, the automobile, the safety razor, the vacuum cleaner, the adding machine and all the other inventions of the past century, have improved the standard of living, provided more comforts and greater efficiency in business. Therefore, advertising has introduced us to many comforts, conveniences and luxuries, the cost of which has surely gone to swell the increase in the cost of living, but by the same token, the money thus spent on advertising has provided the much courted and much wanted higher standard of living which invariably follows the march of civilization.

In the case of the national advertiser the cost of advertising usually disappears in the economies effected. Wider demand for the advertised product is followed by greater production, enabling the manufacturer to buy his raw materials cheaper, operate his plant more economically and reduce the overhead chargeable to each unit produced.

It is true that there is a list of nationally known trade-marked articles, placed on the market many years ago, the sales of which have grown to immense proportions due to the millions spent on advertising, and still the increase in the selling price to the consumer has been so infinitesimal that it is hardly noticed, and the small increase in price is more than balanced by better standardization and the manufacturers' guarantee of quality.

An advertising "highbrow" will tell you which is good and which is bad advertising, but a schoolboy can tell you that good advertising is that which *sells* goods, and that good advertising is founded upon honesty. Some will tell you of advertising that was not honest and which produced results, but an analytical examination will almost invariably prove that the results were not permanent.

Advertising may be considered good when it has convinced the public that you are *honest* in your business and that shopping with you means getting a square deal. To accomplish lasting results it is only necessary to analyze and improve on the experience of others —and then, and then only, the chances of success are reasonably sure.

We still occasionally meet men and women who will say they don't read the advertisements. Well, they are missing one of the good things of life. The man on a salary of say $2,000 a year who, with his family, carefully watches the advertisements, can and will live in the same style and comfort as a man on a salary of $2,500, who with his family, says "We never read newspaper advertisements."

The thrifty housewife reads the advertisements and watches for special reductions in merchandise and food products. The man of the thrifty family reads the advertisements for sales in clothing, shoes and other personal necessities, and the saving in the thrifty family is often as high as fifty per cent. Advertising certainly does not increase the cost of living in Mr. and Mrs. Thrifty's home. The cost of advertising is divided between Mr. Non-Advertiser and Mr. Non-Advertisement reader.

Good advertising, well planned, properly executed and timely placed, will plant a commercial product of merit in the home, and because of the increased sales, bigger turnover and lower selling costs, the selling price to the consumer will be so kept down that manufacturer, retailer and consumer alike will be forced to admit that advertising *does not unnecessarily* increase the High Cost of Living.

* * *

Copy for London Gas Power Co., Limited, advertising their gasoline engines, is being placed in a list of daily newspapers from Coast to Coast by Federal Advertising Agency, London, Ont.

STAFF MEETINGS I HAVE KNOWN

Staff meetings, house conferences, and such "get-togethers" sometimes develop disappointing results. Haranguing over difficulties and mistakes may easily become chronic. Some suggestions prompted by experience.

LIKE John Brown's body, the spirit of democracy is marching steadily on, and its effects are as plainly seen in the business world as elsewhere. One result has been the gradual elimination of the type of business autocrat who from the splendid isolation of the "throne room" issued orders in a "carry out or get out" spirit. The business Kaisers are being replaced by a new type of business executives, who more and more are discussing business problems and plans with the men—and women—who assist in carrying on the business.

Generally these discussions are man-to-man affairs. Sometimes they take the form of staff meetings. Usually these staff meetings are wisely conducted; occasionally they are very much otherwise. As the time of year is at hand when the staff meeting microbe becomes virulent, a word of warning about the latter kind may not be amiss.

Not so long ago the president of a large manufacturing concern conceived the idea that the general sales manager was not developing enough of the spirit of "pep," hustle and "esprit de corps" among the seventy odd salesmen under his direction. So he persuaded the G. S. M. to arrange to have a meeting every second Saturday in the sales room—at which he offered to be present, with the proviso that he was not to be asked to make comments. It looked like a good idea, especially that self-muzzling idea of the president's. All the salesmen from territories contiguous to the office reported with considerable expectation. The G. S. M. who was chairman, stated that in the ensuing meetings every salesman was expected to speak out without fear or favor, so that any hindrances to sales efficiency could be diagnosed and treated as seemed advisable.

The boys took him at his word. They spoke right out in meeting, and what they said was, as the shrewd old Yankee put it, "a-plenty." The suggestions, good, bad and indifferent, were tumbling over each other so fast that the secretary of the meeting almost got writer's cramp recording them.

All this time our friend the President was becoming decidedly fidgety, to put it mildly. Finally, he boiled over, and the ensuing flow of eloquence easily won the long-distance talking championship of Canada. When he became too tired to stand, he sat down—still talking.

It was more than two hours before the G. S. M. was able to dam the tide of eloquence—though he had been "damming" it under his breath for over an hour previous. By that time the boys were so "fed up" that they were gun-shy of staff meetings from that time on.

If there is a moral here, it is to allow the members of the *staff* to talk once in a while at a staff meeting. Executive officers can have the floor any time they choose; the staff individually or as a body get their chance very seldom.

The recently appointed secretary-treasurer of a financial institution became convinced that the time-honored custom of having all stenographic help supervised by a head stenographer who had grown up with the business and who knew its every twist and turn, was not democratic enough for him. Tyro and expert were to be all alike in his sudden passion for democracy. So again the staff meeting loomed up large!

The new idea was expounded at some length, and with fervor. The gist of it all was that in future the efficient head stenographer was to be merely one of the common herd. She was no better than the rest, he tactfully stated. Therefore when he rang his bell, *anyone* not too busy was to come at once, if not sooner. As in the previous "staff meeting" cited, the young ladies were not asked their opinion of the change; they listened to wisdom speaking—that was all.

Was it? Well, when the secretary-treasurer's bell rang, like the wedding guests of biblical fame "they all with one consent began to make excuse"—they did not appreciate their new found equality, it seemed. Alas! One day the peppery president sent in a hurry for one of the staff. No one came. When the p. p. finally found out why, the secretary-treasurer had enough to do to hold his job without holding further "staff meetings" to promote staff equality.

Still another example. This time it is a commercial house. A staff meeting was called during the holiday season for the rather vague purpose of promoting "esprit de corps." It included executives, salesmen, office staff, etc., beginning with a banquet and ending with the usual super-heated flow of eloquence. In his zeal to promote the aforesaid "esprit de corps," one of the office executives revealed some information as to a proposed profit-sharing plan that "let the cat out of the bag" about the firm's profits. On the first of the year he was numbered among those missing. His idea of promoting "esprit de corps" evidently differed materially from that of his superiors. Yet one of the objects of the meeting was to announce this proposed plan. Naturally this put a decided damper on future staff meetings.

In another case the sales manager of an industrial concern called a meeting of his salesmen to discuss the sales quotas each should be asked to assume during the coming year. Well, it wasn't a discussion at all; it was a *monologue*, with the sales manager putting on the act. The salesmen were not asked for their opinions as to the feasibility of securing the quotas assigned them. They were told to "go to it." In other words, "their's not to reason why, their's but to do and die." Do you think those salesmen were wildly enthusiastic about future staff meetings? Their first one merely spoiled a year-end holiday, without giving them any opportunity to present their side of the case.

Far be it from the writer to decry staff meetings. Rightly conducted, they have been and will be of inestimable benefit. But a rightly-conducted staff meeting must be planned for some time in advance. To be useful, it must give the staff every opportunity to present individual points of view, all of which must be considered from various angles before any final policy is laid down as a result of the meeting. Even though some of these ideas are of the half-baked, undigested variety, their presentation will clear the air and give the sponsors a genuine interest in the proceedings.

Gunn New Toronto Manager McConnell & Fergusson

Walter E. Gunn, of London, Ont., has been appointed manager of the Toronto office of McConnell & Ferguson, in place of James Fisher, resigned. Mr. Gunn is a London boy and received his education at Western University, London. He began his business career with the London *News*, subsequently going to the Toronto *News* as press gallery representative. His later advertising experience includes service with the advertising department of the T. Eaton Co., then with a Western Canadian farm paper, and a term as publicity commissioner of the Prince Albert, Sask., Board of Trade. For the past four years Mr. Gunn has been district manager of the London branch of the McLaughlin Motor Car Co., which position he left to associate himself with McConnell & Fergusson. He assumed his new duties on January 1st.

A. C. Leslie & Co., Limited, Montreal, recently entertained their sales staff at a dinner in the Canada Club in that city, President W. S. Leslie being the host. A number of short addresses on pertinent topics were delivered, but the feature of the evening was a series of unique jokes framed to apply to the heads of the various departments. These formed the basis for a pleasurable exchange of repartee, and an evening of genial comradeship and better acquaintance all round.

A unique entertainment was recently given by Starke, Seybold, Limited, Montreal, to celebrate the return to civil life of the men who had enlisted from among their staff. The entertainment took the form of a card and dancing party, about four hundred being present. Brig.-General J. D. Ross, who was a guest, presented each of the returned men at the gathering with a handsome scarf pin. Lieut.-Col. Robert Starke presided.

Where Fifteen Cents Will Do the Work of Twenty and Three Quarters

Advertising rates in The Globe are the highest in Canada.

General advertisers assess Globe advertising space at a higher value than that of any other Canadian Daily Newspaper.

It is the most *valued* because the most *valuable*.

Yet Globe advertising rates are below those of similar papers in the United States. This list includes all American morning papers having circulations from 50,000 to 150,000, with actual circulation of each, and the 5,000 line advertising rate, as reported by "Editor and Publisher" recently:—

	Circulation	Advg. rate per line
Los Angeles Examiner	77,126	.15
Los Angeles Times	78,140	.13
San Francisco Chronicle	96,309	.23
San Francisco Examiner	140,255	.27
Washington Post	55,779	.15
Indianapolis Star	84,859	.12
Wichita Eagle	52,356	.12
New Orleans Times-Picayune	76,171	.12
Boston Christian Science Monitor	94,390	.50
New York Herald	109,267	.38
New York Sun	136,485	.39
New York Telegraph	51,610	.18
New York Tribune	118,386	.30
Rochester Democrat and Chronicle	67,657	.15
Syracuse Post Standard	51,046	.13
Cincinnati Enquirer	64,598	.13
Portland Oregonian	70,725	.14
Philadelphia North American	148,022	.25
Philadelphia Record	113,064	.25
Memphis Commercial Appeal	78,214	.12
Dallas News	58,186	.14

21 Papers, Total Cir'n, 1,817,645; Total Advg. Rate, $4.35
THE GLOBE Circulation 86,790; Advg. Rate, .15

These 21 American morning papers receive for their advertising space an average rate of .24 cents per line for each thousand of circulation.

The Globe receives but an average of .172 cents per line for each thousand of its circulation.

If Globe rates were on a par with the average of United States papers of its class, The Globe 5,000 line rate would be 20.77 cents per line, instead of 15 cents.

W. G. JAFFRAY
President

The Globe
TORONTO
Member Audit Bureau of Circulations

WM. FINDLAY
Bus. Mgr.

BRANCH ADVERTISING OFFICES:

UNITED STATES
Verree & Conklin, Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.

CANADA
EASTERN OFFICE
303 McGill Bldg., Montreal, Que.,
H. J. Elder, Mgr.
WESTERN ONT. OFFICE
22 Main St. E., Hamilton,
J. P. McBride, Mgr.

GREAT BRITAIN
T. R. Clougher,
Royal Colonial Chambers,
17 Craven St.,
London, W. C.

VOLUME ADVERTISING CANADIAN MAGAZINES, for YEAR 1919

(By principle classifications. Exclusive of publisher's own advertising. Figures compiled by MARKETING)

Publication	No. of Issues	Agate Lines to Page	Autos, Accessories and Supplies.	Foods, Confections, and Beverages.	Household Supplies.	Household Equipment	Music and Instruments.	Toilet Specialties.	Wearing Apparel.	Financial, Insurance, Government, etc.	Proprietary Remedies.	Not otherwise Classified.	Total Agate Lines Advertising.
Maclean's Magazine	12	700	61,616	52,882	16,011	48,893	19,361	52,432	30,320	9,626	10,600	132,674	434,415
Canadian Home Journal	12	800	22,448	62,071	19,344	21,901	16,946	49,092	37,301	5,356	10,244	36,041	280,744
Everywoman's World	12	800	21,950	49,403	18,801	21,400	17,318	43,120	30,263	3,705	22,291	41,392	269,543
Western Home Monthly	12	720	16,556	46,915	4,805	10,972	21,872	11,936	18,143	13,794	25,754	66,952	237,699
Canadian Courier	24	728	33,444	28,871	7,400	24,141	8,172	18,466	7,654	17,968	5,143	52,716	203,975
Canadian Magazine*	12	224	11,452	24,190	3,437	12,481	4,276	6,104	13,016	11,146	6,311	36,899	*129,312
World Wide	52	636	8,618	4,874	238	1,807	504	2,560	11,361	20,930	1,792	26,211	78,095

*Only last nine month's issues checked.

VOLUME ADVERTISING CANADIAN FARM PAPERS, for YEAR 1919

(By principle classifications. Exclusive of Publisher's own advertising. Figures compiled by MARKETING).

Publication	No. of Issues.	Autos, Tractors, Accessories, Supplies.	Dairy Equipment and Supplies.	Farm Implements and Machinery.	Farm Equipment.	Seeds and Supplies.	Household and Personal Supplies.	Stock Foods and Remedies.	Financial, Insurance, etc.	Classified.	Government.	Not Otherwise Classed.	Comparative Totals Com'l Advertising.	Live Stock Advertising.	Proprietary Remedies.	Total Agate Lines Advertising.
Gn. Growers G'dexx	49	165,853	20,098	87,140	102,780	38,442	122,916	16,279	89,876	51,590	39,446	191,124	1,025,544	80,252	1,744	1,107,540
Farmers Advocate (Winnipeg)	53	122,136	20,635	73,196	74,121	29,819	175,459	19,039	30,778	9,766	23,295	138,252	716,496	55,061	906	772,463
Nor' West Farmer	24	146,237	16,656	65,965	78,235	25,785	160,060	13,722	33,132	18,103	17,326	116,453	691,674	65,051	4,138	760,863
Farmers Advocate (London)*	51	126,035	26,872	63,481	131,833	40,694	115,397	37,710	27,817	5,796	27,190	66,054	689,393	133,033	722	823,158
Can. Countryman	52	94,390	18,617	42,588	91,331	31,035	106,068	21,349	33,167	2,555	26,904	79,075	547,529	38,356	1,393	587,278
Farm & Ranch Rev.	24	89,869	16,537	43,125	50,628	19,034	110,115	12,025	25,235	6,440	15,119	95,208	484,435	65,705	3,293	553,433
Farmers Magaz.*†	24	98,830	14,938	38,745	67,751	14,947	100,802	11,926	8,397	1,527	18,053	43,135	409,251	6,276	3,546	439,073
Farm & Dairy	52	48,513	28,513	33,755	64,611	18,615	36,063	19,849	17,583	5,640	29,716	57,426	359,202	88,300	224	448,086
Canadian Farm**	80	56,201	16,121	19,999	43,717	15,268	92,002	17,845	7,578	2,936	30,468	75,947	348,082	40,998	8,363	397,541
Maritime Farmer	24	34,336	16,234	26,512	48,498	23,004	74,145	24,571	6,022	2,760	13,517	33,009	299,608	23,438	16,908	340,054
Family Herald & Weekly Star†	52	97,153	18,211	62,871	73,889	31,094	305,086	40,960	33,033	92,542	18,012	190,953	944,203	1,792	60,984	1,006,975
Ottawa Farm Jour	104	103,341	22,194	33,813	99,813	33,810	246,026	35,039	6,508	102,881	27,218	226,793	917,106	47,583	71,305	1,035,994
Free Press Prairie Farmer x	51	30,402	1,289	18,693	24,803	9,551	94,446	5,269	16,498	49,527	17,866	131,218	397,665	6,022	75,159	478,846
Montreal Weekly Witness	52	6,932	2,514	16,385	8,252	4,560	37,202	6,255	4,379	53,491	11,804	20,297	150,857	951	30,132	201,940
Farmers' Sun‡	14	8,193	4,252	11,344	13,770	2,070	14,599	7,187	11,201	4,801	8,314	43,218	130,641	4,081	7,851	†142,573
Farm & Home‡	13	784	168	4,472	3,096	3,802	13,428	2,821	639	2,856	7,930	20,664	60,660	2,957	441	†64,058

*Issue January 2nd not included. **Mid-week Market Supplement omitted, commencing April. †Page size changed to 940 lines with June 1st issue. *†Page changed to 700 lines Feb. 1st. ‡Only last three month's issues checked. xxNo issues May 28th, June 4th, 11th and 18th, account of strike. xIssues May 21st and 28th ommitted account of strike.

Misstatements of Salesmen

A salesman representing a manufacturer or wholesaler should be the last person to deceive the retailer, says a bulletin from the National Vigilance Committee of the Associated Advertising Clubs, yet there are frequent cases in which local advertising club vigilance committees find that misstatements in the advertisements of retailers are based upon statements made to them by salesmen. In some instances, the manufacturing establishment, evidently as a matter of house policy, is responsible through improper descriptions of the goods on labels or in advertising matter.

A Maryland store advertised Castile Soap at 10 cents a cake, claiming the cakes weighed a pound and a quarter. A complaint resulted in an investigation, which showed that the cakes weighed but twelve ounces. The manager of the department involved said he was depending upon the word of the salesman who sold him the soap. The owner of the store warned him against repeating statements of salesmen without verification.

A similar warning was given by the management of a St. Paul, Minn., store, with reference to the advertising of a "butter merging" machine. The statement was taken from the advertising matter of the manufacturer, but was not such a statement as that high-grade store would permit, and the department manager was instructed to use greater care.

In another Maryland case, the word "silk" was grossly misused as the result of following the statement on the box in which merchandise was received.

A manufacturer of a carpet sweeper, used as a "leader" by many stores, has been accused of encouraging the advertised intimation that the sweeper has a value three times the special price at which it is often sold.

"Sooner or later," says the National Vigilance Committee, "a retailer who attempts to lie in his advertisements gets caught. His customers soon know him for what he is. So many retailers are nowadays making a genuine effort to insure the truthfulness of their announcements that the manufacturer or salesman who has not caught the spirit of the times is far behind the procession. Well-informed manufacturers are encouraging the dealer to tell the truth, not attempting to deceive him into passing an untruth on to the public."

The National Vigilance Committee suggests that every manufacturer take the greatest precaution against the chance that his salesmen may misrepresent his goods to the retailer. This is good sales policy in all events, the committee suggests, for while some retailers will swallow such bait, many others distrusting a house whose salesmen lie or exaggerate, will not stock the goods.

* * *

An advertising campaign for the Sheet Metal Association has been prepared by The Advertising Service Company, Limited, of Toronto, and insertions are being sent out to a list of papers immediately.

* * *

Display is not an end in itself. It is only an instrument. Its purpose is to make your message clear and readable. Fancy typographical stunts always "slow up" the reading.

* * *

The more one *fusses* with type in the effort to get new or unusual effects, the more he defeats the only purpose of type, which is to convey ideas by means of words.

Family Herald and Weekly Star.

Canada's National Farm and Rural Home Journal.

MONTREAL, CANADA: WEDNESDAY, AUGUST 20, 1919.

FARM TOPICS

Inefficiency Goes With Higher Wages.

Mr. W. G. Lee, president of the railroad workers, in a statement to President Wilson recently, predicted "an upheaval in the United States unless prices were reduced." He said he preferred a reduction in prices to an increase in wages. Immediately following this news comes the following editorial note in an agricultural paper from across the line:

"Harvest hands in the wheat fields are getting from seven to ten dollars a day and board. Farmers in that section are not complaining so much about the high wages, but they are complaining about the poor quality of the work they are getting for their money. And complaints of this kind are not confined to the wheat fields, but are coming from every section. Nor are they confined to the country districts, but are just as common in the cities and manufacturing districts. Never in the history was it so difficult to get competent help, and that was true in regard to wages paid.

"Perhaps this condition is temporary, and we get back on a peace basis. We suspect it will not change much, and that farmers might as well get used to it if they can prepare. It will mean harder and more work by many farmers, but it may mean more help and more like work on the farm.

By what process of reasoning a man reconcile the theory of the high cost of living necessities as an excuse for the payment of skybigh wages?

Organization Second to Personality

partial success. F... sections of business stressing the advantages of co-operation, co-ordination, the rural community ... ed and clear-vision... able. Mistakes ha... costly, but in the ... have generally been ... proved advantageous ... usually to all con... ganization needs ... ger of weakening in... much dependence is ... If one will learn, ... character and judg... with his fellows, he ... but if one simply says ... my buying and selling ... Farmers' Institute E... upon the district ad... to the management of ... will not be beneficial ... to the farmer.

Organized effort in the ... agricultural developme... bilities for betterment ... indeed great. But ... be backed up by pers... most desirable results. ... No amount of business ... distribution of our products ... business satisfactorily success... efficiency in the production ... terprise. The personal ... tinue to be the limiting ... in farm management, no ... organized associations ma... the organized effort in w... engaged will be hampered ... siderable degree of perso... among its members. Keep the ... personal efficiency up to ...

standard; then will organization place ... crown on success.

Country ... Well ... Pe...

and plants. But the eastern apple grower has to face a new situation according to the Boston Transcript, if he would maintain the supremacy in the pomological world that he has enjoyed in the past. This is nothing less than an invasion of the home market by a western competitor with the prospect of an eclipse, in the words of the Transcript's warning. This paper says:

Give a thought to the apple. It needs it. That noblest of all fruits ... own, it ... on the ... it ... was ...

ing of a regular trade between Canada and Italy.

Dr. Robertson had conversations with representatives of the Belgian Government and others with a view to the opening of markets for lightweight beef and for the importation of stockers for fattening and milch cows from Canada for the restoration of dairy herds. The first shipments which have been landed in Belgium and France have given entire satisfaction. He also devoted considerable time to the question of the removal of the restrictions on the importation of Canadian live stock into the United Kingdom, commonly known as the cattle embargo. Further steps in connection with that matter remain to be taken at a suitable time. Dr. Robertson believes that within a year steps will be taken by the British Government in the direction which Canada desires, and to an extent which will be satisfactory to our farmers and the other interests con-

... had interviews at their ... representatives of Greece, ... Poland regarding an agri... the restoration and im... agriculture in those coun... requested and urged to ... to confer with their ... They are looking to ... Such is the reputa... agriculture has won in ...

...G ENTERPRISE

...an, M.P. for Penrhyn ... the Imperial House of ... purchased 14,000 acres ...n, British Columbia, ... area between the ... Nicola. It is his in... several hundred head of ...ousand sheep, and to ...n a fairly extensive ... was formerly owned ... people, but ...rection with ...ratively easy ...

...rmerly editor ... making" his ... have other ...ce. He has ... of the north ...on. He is of ... prospecting has ...d that for future ...s of country ...mpanies, who ...s on systematic ...cations. In this ...ources of the en... the continent could ... years and prac... —P. W. ...

...OPLE'S LOSS.

...by the Canadian ...s: —

...uctive forest fire ... is taking a tre... national wealth. ... small area in ...ractically all the fires ...ber crops on lands that ...riculture. Such lands ...e crop and that is wood. ... these areas lie prof itless ...ury or more. Repeated fires ... production for all time to ... ...ther section of barrens is ... to the nation's great total. ...y to public impression, every ...s is a direct blow at the provin... ...deral treasury, for the reason ... than ninety per cent of the for... of Canada are public-owned. ...guard are for cutting rights and ... for one year. The title to the ...s remains in the name of the ...ople and this fact makes for... ...on essentially a matter for ...-operation. More than seven mil... ...lars a year are taken in taxes from ...areas by provincial and Dominion ...nments.

The Returns From A Recent Census

covering subscribers of the FAMILY HERALD AND WEEKLY STAR in every county of every province in Canada, demonstrate that

80% are FARMERS

In the Prairie Provinces, the number of farmer readers is over 92 per cent. of the total.

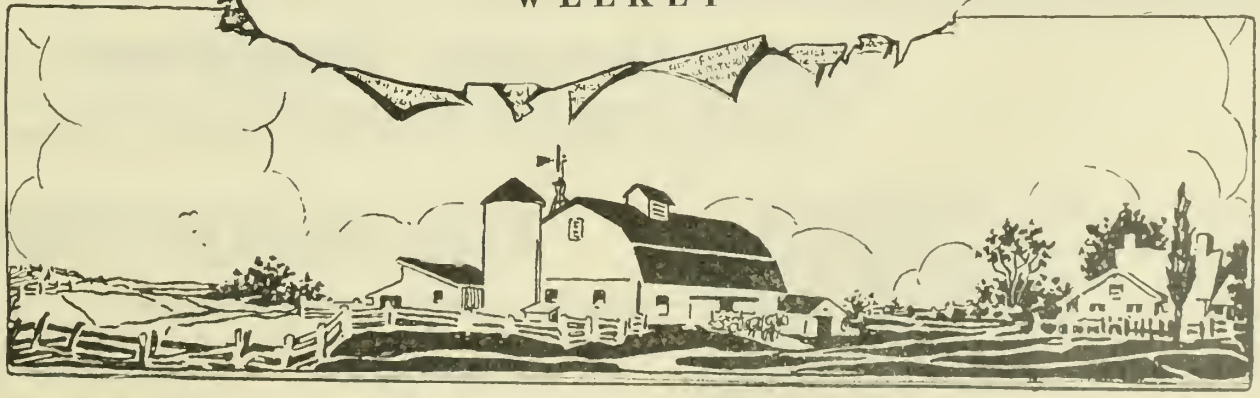
Included in the remainder, are a large number of retired farmers, country store-keepers, laborers, fishermen, doctors---all-well-to-do people who are intimately connected with the farm.

THE FAMILY HERALD AND WEEKLY STAR is a practical farm paper of unusual value to subscribers and advertisers. It reaches more farm homes in either Eastern or Western Canada, than any other journal.

Circulation Exceeding

150,000

WEEKLY



Canada is

Second Largest Custome

A recent article in the Wall Street Journal states that Canada is the second best custo ending September, 1919, as compared with $405,650,734 in 1913. England alone exceede months of 1919 was $763,180,558. Canada has continued and apparently will remain th

CANADA'S LIVESTOCK

Province	1918	1919	Increase (+) or decrease (—) in 1919
Canada			
Horses	3,609,257	3,667,369	+58,112
Milch Cows	3,538,600	3,547,437	+8,837
Other Cattle	6,507,267	6,536,574	+29,307
All Cattle	10,045,867	10,084,011	+38,144
Sheep	3,052,748	3,421,958	+369,210
Swine	4,289,682	4,040,070	—249,612
Poultry	34,159,691	34,645,238	+485,547
Western Canada			
Horses	2,166,027	2,258,188	+92,161
Milch Cows	907,340	938,530	+31,190
Other Cattle	2,801,462	2,806,847	—3,615
All Cattle	3,717,812	3,745,378	+27,566
Sheep	603,138	678,579	+75,441
Swine	1,407,370	1,139,767	—267,603
Poultry	13,376,725	15,673,068	+2,296,343
Manitoba			
Horses	384,772	379,356	—5,416
Milch Cows	225,659	227,872	+2,213
Other Cattle	521,240	553,899	+32,659
All Cattle	746,899	781,771	+34,872
Sheep	136,782	167,170	+30,388
Swine	284,596	261,542	—23,054
Poultry	2,354,023	2,731,166	+377,143
Saskatchewan			
Horses	990,009	1,078,452	+88,443
Milch Cows	352,989	374,062	+21,073
Other Cattle	926,342	1,005,501	+79,159
All Cattle	1,279,331	1,379,563	+100,232
Sheep	134,177	146,911	+12,734
Swine	521,240	432,367	—88,873
Poultry	8,000,369	8,515,527	+515,158
Alberta			
Horses	791,246	800,380	+9,134
Milch Cows	328,702	336,596	+7,894
Other Cattle	1,362,880	1,247,448	—115,432
All Cattle	1,691,582	1,584,044	—107,538
Sheep	332,179	364,498	+32,319
Swine	601,534	445,858	—155,676
Poultry	3,022,333	4,426,375	+1,404,042
Ontario			
Horses	732,977	719,569	—13,408
Milch Cows	1,097,039	1,140,016	+42,977
Other Cattle	1,770,683	1,786,175	+15,492
All Cattle	2,867,722	2,926,191	+58,469
Ontario—(continued)			
Sheep	972,341	1,101,740	+129,399
Swine	1,656,386	1,695,487	+39,101
Poultry	12,281,105	11,705,809	—575,296
Quebec			
Horses	496,811	463,902	—32,909
Milch Cows	1,163,865	1,056,347	—107,518
Other Cattle	1,245,819	1,213,297	—32,522
All Cattle	2,409,684	2,269,644	—140,040
Sheep	959,070	1,007,425	+48,355
Swine	997,255	935,425	—61,830
Poultry	5,363,994	3,808,970	—1,555,024
New Brunswick			
Horses	66,590	77,828	+11,238
Milch Cows	120,123	153,058	+32,935
Other Cattle	166,624	271,964	+45,340
All Cattle	286,747	365,022	+78,275
Sheep	140,015	212,745	+72,730
Swine	79,814	104,939	+25,125
Poultry	674,412	796,698	+122,286
Nova Scotia			
Horses	70,101	69,589	—512
Milch Cows	157,928	162,230	+4,401
Other Cattle	249,422	243,831	—5,591
All Cattle	407,251	406,061	—1,190
Sheep	259,847	261,529	+1,682
Swine	68,238	69,982	+1,744
Poultry	871,036	854,959	—16,077
P. E. Island			
Horses	32,620	34,576	+1,956
Milch Cows	41,429	45,662	+4,233
Other Cattle	69,092	79,815	+10,723
All Cattle	110,521	125,477	+14,956
Sheep	73,046	114,955	+41,909
Swine	40,814	49,510	+8,696
Poultry	590,613	624,713	+34,100
British Columbia			
Horses	44,131	43,717	—414
Milch Cows	50,965	51,594	+629
Other Cattle	195,165	194,644	—521
All Cattle	246,130	246,238	+108
Sheep	45,291	44,985	—306
Swine	39,805	44,960	+5,155
Poultry	1,001,806	1,181,021	+179,215

Dominion Bureau of Statistics, Ottawa, November 29th, 1919.

FARM TRADE IS IMPORTANT---65% OF

The four farm papers listed below are devoted to the interests of the West's F every member of the family, they guide the farmer in his buying. He looks to th

The four Farm Papers listed herewith are published in the West and circulate in Western homes and farmsteads. They provide a concrete and economic medium of acquiring publicity for your goods. When your goods are advertised regularly, consistently in these papers you can be assured that the Western buying public knows what you have to sell and why they should demand your brands from their dealers.

THE FARM PAPERS O

"Canadian Thresherman and Farmer"
(Monthly) WINNIPEG
(Member A.B.C.)

"Farmer's Advoc
(Weekly) WINNIPE
(Member A.B.C.)

Wealthy!

of the United States

r of the United States, having purchased $958,179,257 in the nine months period hese figures either in peace or war. American trade with France for the first nine econd best customer of the United States.

CANADA'S 1919 CROP PRODUCTION

CROPS	Total All Canada	Total Western Canada	Manitoba	Saskatchewan	Alberta	Ontario	Quebec	New Brunswick	Nova Scotia	Prince Edward Island	British Columbia
Fall Wheat—Bus..	16,133,000	773,000	93,000	.....	680,000	15,023,000	.....	.....	.....	.....	337,000
Spring Wheat—Bus.	180,288,000	166,497,000	43,113,000	97,933,000	25,451,000	5,959,000	4,394,000	748,000	637,000	899,000	1,094,000
All Wheat—Bus....	196,361,000	69,337,000	43,206,000	.....	26,131,000	20,982,000	.....	.....	.....	.....	1,431,000
Oats—Bushels.....	411,136,000	247,234,000	64,193,000	117,316,000	65,725,000	76,219,000	61,022,000	9,852,000	5,798,000	6,779,000	4,232,000
Barley—Bushels ...	58,336,000	38,124,000	18,326,000	9,236,000	10,562,000	13,803,000	5,237,000	269,000	389,000	178,000	336,000
Rye—Bushels.....	11,003,000	7,958,000	4,783,000	1,667,000	1,508,000	2,318,000	578,000	6,000	26,000	.....	117,000
Peas—Bushels.....	3,722,800	90,000	.....	61,000	29,000	2,163,000	1,245,000	132,000	43,000	7,800	42,000
Beans—Bushels.....	1,478,000	30,000	.....	18,000	12,000	355,000	810,000	111,000	130,000	.....	42,000
Buckwheat—Bush..	11,311,000	.....	.....	.....	.....	4,152,000	4,506,000	2,034,000	495,000	124,000	.....
Flax—Bushels.....	6,767,000	6,433,000	631,000	5,580,000	222,000	206,000	128,000	.....	.....	.....	.....
Mixed Grains—Bus..	26,519,000	2,473,000	759,000	771,000	943,000	18,391,000	4,477,000	156,000	276,000	618,000	128,000
Corn—Bushels.....	12,691,000	.....	.....	.....	.....	11,492,000	1,199,000	.....	.....	.....	.....
Potatoes—Bushels..	131,952,200	25,724,200	6,233,000	11,250,000	8,241,000	16,363,000	57,280,000	13,489,000	9,992,000	5,654,000	3,450,000
Turnips, Etc.....	105,184,600	7,564,800	1,205,000	3,591,000	2,768,800	39,617,000	27,780,000	8,898,800	13,320,000	5,308,000	2,696,000
Hay & Clover—Tons.	16,527,800	1,146,800	391,200	279,000	476,600	5,728,000	6,449,000	1,111,000	1,425,000	479,000	189,000
Fodder Corn—Tons.	4,722,000	182,000	93,000	84,000	5,000	5,837,000	611,000	30,000	10,000	2,000	50,000

LAND SETTLEMENT BY SOLDIERS—AND IMMIGRATION

Up to November 1st the Soldier Settlement Board of Canada had approved over 15,000 loans to soldiers who have taken up land approved for the following purposes;—

Land Purchase		On Dominion Lands		On Privately Owned Lands	
Amount for purchase.....	$27,254,171	Amount for Improvements.....	$1,346,995	Amount for Removal of encumbrances.....	$ 1,708,375
Amount for Improvements.....	3,329,339	Amount for Stock and Equipment..	3,779,567	Amount for Improvements.....	574,700
Amount for stock and equipment..	9,912,106		$5,126,562	Amount for Stock and Equipment.	1,136,331
	$40,495,616	Total. $49,041,584			$3,419,406

The Agricultural Training Branch of the Board reported at the same date that they had application for 40,558 qualification certificates, of which 30,793 had been approved as follows;—

British Columbia.....	3,918	Manitoba.....	5,130	New Brunswick.....	791
Alberta.....	8,579	Ontario.....	2,749	Nova Scotia.....	614
Saskatchewan.....	7,751	Quebec.....	887	P. E. I.....	374

SOLDIER FREE GRANT ENTRIES, up to November 8th, 1919, were as follows;—Manitoba, 1,166; Saskatchewan, 1,756; Alberta, 2,569; British Columbia, 117. Total, 5,608.

IMMIGRATION TO WESTERN CANADA.

During the seven months ending July 31st, 1919, 15,434 settlers, bringing with them money and personal property valued at $8,572,893, entered Western Canada. Of this number, Manitoba secured 2,061; Saskatchewan, 5,026, and Alberta, 6,154. Almost all of the immigrants were farmers and their families.

During July 2,053 settlers from the United States entered Western Canada, bringing with them $1,132,672 and effects valued at $190,746. Of the total number, 609 were farmers and 191 farm and other laborers.

ESTERN CANADIANS ARE FARMERS

ers. They furnish current and reliable information, they furnish reading for farm papers as an authority on what is best for his particular need.

WESTERN CANADA

	"Grain Growers' Guide"	"Nor'-West Farmer"
	(*Weekly*) WINNIPEG	(*Semi-Monthly*) WINNIPEG
	(*Member A.B.C.*)	(*Member A.B.C.*)

If you give this matter the thought it deserves, you will write these papers to-day for data and details, or, every recognized advertising agency will be glad to supply you with rates, circulation and particulars enabling you to start immediately to advertise in the Farm Papers of Western Canada.

Marketing
and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING

Established 1908

Published on the 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance. Single Copies 25 cents.

ADVERTISING RATES, 15c. an agate line per insertion. Special contract discounts on application. Forms close 1st of the month of issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XIV, No. 1 JANUARY, 1920

TROUBLES THAT NEVER HAPPEN

Now that 1919 has passed we can look back with a sense of relief that most of our troubles never happened. Don't you recall how it was feared that prices would drop, unemployment be general, and comparatively hard times much in evidence, due to conditions which were expected to prevail "after the war was over."

Yet there are few who can say that 1919 has not been one of the best, in many cases the best, of any year in their history. End of the year reports pretty generally indicate remarkable business activity, unusually sound conditions, a year of increased profits and much expansion.

Particularly has this been true in the publishing business, reflecting a year of advertising activity that surpasses all previous records. Most Canadian publishers can report a volume of advertising carried far in excess of previous years, in the case of all the more important publications, at much higher rates than previously prevailed. So that, despite increased costs, it has been one of the best of years for those who sell advertising space.

Yet there is every reason to look forward to 1920 far surpassing the business and advertising records of any previous year. Sustained effort on the part of the older regular advertisers, renewed activities by many former advertisers who withdrew during war years, and entirely new campaigns from many directions, will all contribute to crowding the columns of the best of our mediums as they have never been crowded before. As supply catches up with demand as is expected in many lines of business, there is bound to be more determined going after business.

On the advertiser's part there will undoubtedly be a more critical analysis of the *worth* of various mediums soliciting his patronage. Increased rates which publishers have been obliged to enforce, will doubtless prove a constant urge to more careful buying of advertising, and a more careful use of the space or printed matter employed. It is not the space, but what you put in it, that largely determines the value of the advertising.

Advertisers will, and should, be more particular in weighing the value of the vehicle of their message, as well as in the preparation of the message. Which will mean, of course, that publishers will have to work harder to sell, and copy-writers to produce, what at the higher costs will still produce "profitable" results.

* * *

The restaurant proprietor who went out to lunch and the publisher who wants us to believe that advertising will pay anyone but himself, are like the City Dairy driver who at one time brought our milk. One morning we told him that we had decided to change, whereupon he suggested the Oakdale Dairy, remarking that "his folks like their's best." Are there many advertisers who have any faith in the value of advertising space in a publication which "can't afford to advertise?"

* * *

WARNS AGAINST WASTE

An American advertising agency has published a warning to advertisers pointing out the danger in prosperity—danger of an orgy. Almost every boom of every sort is followed by disaster. Uncurbed enthusiasm drifts into speculation, then into recklessness. Wise efforts, by unique success, breed countless unwise ventures. There comes a feeling that nothing can go wrong.

Because of buoyant times many are seeking to do in advertising that which cannot be done. There is some advertising of lines which cannot be identified. Some are advertising to the millions things which only hundreds buy. Some are urging action where the advertiser's interest exceeds the buyer's interest—and people will not act. Some are using large space to tell stories which small space would tell as well. They handicap themselves by extravagance.

Some advertise lines in a national way before testing them in a local way. They are taking undue risks. Some are spending more than their lines admit. Conservative advertisers measure and limit expenditures.

Some advertise lines which can never be successful. Some in ways which experience has proved impossible. They are proceeding on the general theory that advertising pays.

Advertising is not a panacea. There must be proper diagnosis, right understanding and unusual skill. There must be caution, for every new line treads some unbroken path. Wrong advertising does not pay at any time. Inefficiency has little chance. Guessing cannot compete with carefully estimated possibilities and deliberately conceived plans.

It is because of the temptation in these buoyant times to look on advertising as a panacea that the warning is uttered. Advertising is entering a new era. Truth, efficiency and wise direction have brought it new prestige. Multiplied successes have established its position.

Its natural growth, based on sound developments, should not be ruined by excesses.

READING MATTER VS. DISPLAY

Last month we had something to say about newspaper publishers exploiting the publicity value of their reading columns. This is hardly done to impress advertisers. For the publisher wants to sell display space. When "reading matter" is wanted, double display rates are charged.

Doubtless there are some publishers who reckon "reading matter" as *worth* double display rates. Some advertisers apparently hold the same view, for they pay the toll. Others regard this "reading matter" rate as a penalty which is imposed for the purpose of discouraging this kind of "advertising."

We have said that the "free publicity," so much tooted in connection with the Victory Loan campaigns, was worth no more than it cost. It is not "free" as these boasters would imply. The financial statement of the C. P. A. in connection with the 1917 Victory Loan advertising accounts for $45,000 as covering the cost of the press news and feature service. Something over $200,000 additional went for display advertising. Yet we are asked to believe that the trick could have been turned "without a line of display advertising."

Could it? Advertisers who have tried both kinds of advertising could tell us something about that. Some advertisers seem to think advertising set "reading matter" style is worth double display rates. Railroads have been extensive users of this fake and deceptive form of publicity.

We have the word of an old railroad advertising man that reading notices were not worth what they cost, even in the days when they were paid for with "transportation." J. M. Campbell, writing in Printers' Ink Monthly, recalls the early days of railroad publicity, which he says "was pretty poor stuff." Reading notices were used to the exclusion of all other forms of advertising.

Gradually the conclusion was forced on him that the "reading notice"—then used almost universally for railroad advertising—was the not ideal way to advertise. "On the face of it, it was a fraud. It tried to trick people into reading it. I told my chief this. He couldn't see it at all. Why, all the railroads were using reading notices! They were the time-hallowed method of advertising! Display advertising? That might be all right for patent medicines and department stores, but for railroads—no! I kept at him. Finally, he let me have my way."

"I really believe he figured that the logic of events would show me I was wrong," continues Mr. Campbell, "and that I would be glad to return to the "reader." But I never did. The step from reading notices to display advertisements, once taken, was never retraced." Display advertisements seemed to "go." Little by little they were extended. After a while larger spaces were used—larger and still larger. Finally pages, often in two colors. Within three years after the display advertising began the sales of the Denver ticket office had quadrupled. One of the Denver-Chicago trains which had just been "breaking even" in the matter of earnings, became one of the most profitable trains in the world. Many a time he saw it pull out of Denver with more cars than competing lines had passengers.

Probably the competing lines stuck to "reading notices." Yes, "stuck" is rather an appropriate word!

MORE MAIL SALES TO MERCHANTS

The series of articles by William A. Hersey, beginning in this issue, should be full of interest and value to the sales managers of many Canadian manufacturers and wholesalers.

There are few who are selling to as many different retailers as should be on their books. And sales need not be limited to those stores on whom your salesman can call occasionally. There is much additional business to be picked up between salesmen's calls, and among retailers who for any reason cannot be covered by salesmen.

This is illustrated in the experience of the Ingersoll Watch Co. with which Mr. Hersey is connected. Probably no other branded article is on sale in so many different retail establishments as the watches of this famous maker. Many of these stores have been induced to stock and push the sale of Ingersoll watches solely by mail efforts.

How it is done, how to frame an offer to get action what kinds of circulars pull biggest results, how to use reply cards, envelope stuffers, and even the envelopes themselves, many details that have meant added dollars in results, are carefully explained by Mr. Hersey, illustrated with actual examples clearly explaining the points brought out.

These articles are intensely practical and will divulge the results of much valuable experience. They should prove helpful as well in showing how a salesman may polish up the presentation of his proposition to interest the retailer.

Type talks to towns while the tongue is laboring to persuade individuals.

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR DECEMBER, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv	Live Stock Advertising	Proprietary Remedies	Grand Total
Grain Growers Guide	5	720	104,999	19,549	1,000	125,548
Farmers Advocate (Winnipeg)	5	720	77,135	12,630	308	90,073
Nor'West Farmer	2	720	70,738	13,418	546	84,702
Farmers Advocate (London)	4	720	53,267	17,053	28	70,348
Farm & Ranch Review	2	720	51,673	6,983	346	59,002
Canadian Countryman	4	700	42,846	3,706	252	46,804
Canadian Farm*	5	792	37,383	4,363	170	41,916
Farmers Magazine	2	700	34,118	1,827	135	36,080
Farm & Dairy	4	700	28,803	19,932	168	48,903
Maritime Farmer	2	672	20,659	1,722	1,786	24,167
Family Herald & Weekly Star	5	940	94,351	100	4,466	98,917
Ottawa Farm Journal	9	2,432	69,484	2,950	6,837	79,271
Farmers' Sun	5	2,400	55,159	964	1,771	57,894
Free Press Prairie Farmer	5	1,189	46,966	140	8,533	55,639
Farm & Home	4	1,025	20,394	231	182	20,807
Montreal Weekly Witness	5	2,100	14,881	152	2,048	17,081

*Does not include mid-week Market Supplement.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR DECEMBER, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
Maclean's Magazine	1	700	44,772	679	65
Western Home Monthly	1	720	30,400	1,516	44⅝
Canadian Home Journal	1	800	28,379	1,267	37
Everywoman's World	1	800	27,592	2,041	37
Canadian Courier	2	728	16,868	378	23¾
Canadian Magazine	1	224	15,728	1,414	76½
World Wide	4	636	10,984	....	17¾

On getting the customer's point of view

What are the good points of your product?
What sets it apart from your competitor's?
Why should the public prefer it?

LOGICAL answers to these questions are very often developed in a close and frank discussion with an experienced advertising man who knows people and how best to appeal to them.

The funny part of it is that the features on which the manufacturer himself loves to dwell may be those about which the consumer doesn't care a snap. It's all in the point of view. And it is because we write from the viewpoint of the user, but with the knowledge of the manufacturer, that our advertising is uniformly successful.

Indeed, a lengthy and continuous connection with producers and institutions of diverse kinds shows that we know how to present the merits of an article in a way to win the patronage of the public and the confidence of the client.

If you are interested in getting this kind of advertising help for your product or service, we would welcome your inquiry.

Norris-Patterson
Limited
ADVERTISING AGENCY
10 East Adelaide Street
Toronto

"Its All in the Service"

Must Live Up to Advertised Specifications

The highest court in the Empire has ruled that a gas engine must live up to its advertised specifications and develop the horse power at which it is rated.

This decision by the Privy Council follows an appeal from the Supreme Court of Canada entered by the Emerson-Brantingham Implement Company. The case originated in 1912 when one Charles J. Schofield signed a contract to purchase from the Company "one of your Big Four 30 h.p. gas tractor engines." Subsequently an engine was delivered which did not work satisfactorily. The purchaser was persuaded by the agents of the Company to keep it for some time, stating that it would get better with use and that they would fix it. Not being able to obtain satisfaction from either the engine or the Company, Schofield, in November, 1914, sued to recover the price he had paid for the engine, or for damages. The defence was that the Company had delivered what was known as one of their Big Four 30 h.p. gas tractor engines and that they had thereby fulfilled their part of the contract.

The case was tried before Mr. Justice Lamont, with a jury, at Swift Current in May, 1916, and the jury found that the tractor did not develop 30 h.p. and made other findings in favor of Schofield, and judgment was entered in his favor. An appeal was taken to the Court of Appeal of Saskatchewan, which reversed the trial judge, holding that if the Company had delivered one of its so-called 30 h.p. gas tractor engines it had fulfilled its contract, and even though the engine did not develop 30 h.p. Schofield was bound by the contract, having obtained the specific article he contracted for.

Schofield then appealed the case to the Supreme Court of Canada and in October, 1918, that court, by its judgment, reversed the Court of Appeal and restored the original judgment of Mr. Justice Lamont. The machine company then appealed to the Privy Council which has now affirmed the judgment of the Supreme Court, allowing Mr. Schofield $4,451.90 as damages against the company, and from this no further appeal can be made.

One of the results of this case is that it is incumbent on the machine companies in selling tractors of a certain horsepower, to deliver tractors of that horsepower, and not merely one which they describe as having that horsepower—and that the question of horsepower does not need to be decided by the purchaser within the trial period, but he has a right of action for damages whenever he discovers the defect after the trial period has expired.

* * *

The semi-annual convention of the salesmen of Wood, Vallance Limited, Winnipeg, held during the last week in December was brought to a close by a banquet tendered to the salesmen and heads of departments by the firm. The evening of speech-making and song was greatly appreciated by all present, and brought to a close a week of earnest discussion of the various sales problems confronting the salesmen during 1920.

Write for the Earnscliffe Sample Book

It shows specimens of this very fine Canadian Made Bond---in all standard weights and sizes and in eight different contrasting colors.

Earnscliffe Linen Bond

Each page is an actual business letterhead, some lithographed, others printed in black and colors---giving you a good idea of the all-round utility of this Stock.

It conveys also a very good idea of how to get out a thoroughly high-class letterhead at a moderate cost.

Write for a copy on your regular office Stationery to

ROLLAND PAPER COMPANY

LIMITED MONTREAL

High Grade Paper Makers Since-1882

Makers of the Famous Superfine Linen Record

Community Service
That Creates Goodwill

During recent years the "Ottawa Farm Journal" has fathered a number of movements in the interests of the farming community of Eastern Ontario. And the unqualified success of this work has been extremely gratifying.

Here is a partial account of the services rendered:—

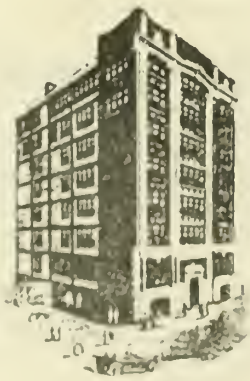
1. Conducted the first series of Orchard and Dairy Meetings.
2. Formed the first circuit of fairs.
3. Built 12 miles of Model Roadway.
4. Organized the first Live Stock Judging Classes in the East.
5. Has given away more than 3,200 pure bred pigs and poultry.
6. Started the first Seed Grain Fair in Eastern Ontario.
7. Formed 3 big Associations --- "The Eastern Ontario Fairs Association" "The Farmers Municipal Rights Association" and "The Farmers Produce Association".
8. Organized deputations urging the Government to give certain protection on cheese and butter.
9. Inaugurated a movement to improve rural cemeteries.
10. Got behind the Interprovincial Ploughing Match and Tractor Demonstration and was largely responsible for its unquestioned success.

National Advertisers will realize that the goodwill created by this form of community service makes the advertising columns of the "Ottawa Farm Journal" of peculiar value.

The OTTAWA FARM JOURNAL
OTTAWA ONTARIO

TORONTO OFFICE
J. B. Rathbone, Manager,
95 King St. East

NEW YORK
Chas. H. Eddy Co.,
1011 Fifth Avenue Building



Journal Building

CHICAGO
Chas. H. Eddy Co.,
Peoples Gas Building

BOSTON
Chas. H. Eddy Co.,
Old South Building

Something Different in Phonograph Advertising

A full-page newspaper advertisement is one of the 42-centimeter guns of advertising, and quite frequently forces itself on the attention of the reader in the same smashing fashion. The Brunswick full-page advertisement reproduced herewith, however, combines the rapier with the broad sword in its method of attack. In other words it combines the slashing method of attack with the finesse that usually accompanies advertising compelled to depend on subject matter rather than big space alone.

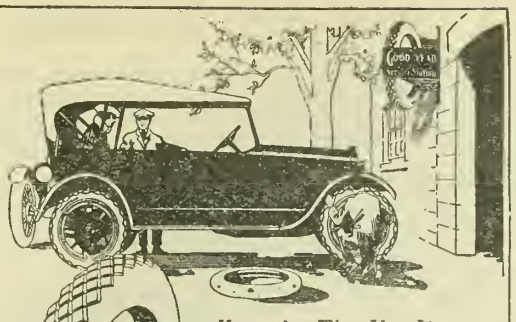
The display and illustration is unusually dignified and refined. After all why should it not be harmonious when treating of such a harmonious subject as the Brunswick Phonograph? Any person who is in the slightest degree interested in the purchase of a phonograph would read this advertisement through from beginning to end—and it is so well displayed that this is a very easy matter. The copy tells clearly yet concisely why the Brunswick is a good phonograph—and it goes into details about the particular features that constitute Brunswick superiority. The illustration at the top of the advertisement has not only dignity, but real sales force, featuring points which the very readable copy below it forcefully drives home. Appearing as it did at the psychological moment (December 23rd) it probably was the means of helping many a prospect hitherto on the fence on the phonograph question, to go to the Brunswick dealer in his town, and finally buy.

* * *

Speaking of phonograph advertising, a number of advertisements appeared in the daily papers shortly after Christmas, advising the reader to "spend that Christmas cheque for a phonograph." One such advertisement appeared the morning after Christmas. This is hitting the nail on the head with a vengeance, and such timely advertising deserves to bring home the bacon. It probably did.

"Countryman a Real Asset to Us in Reaching Better Class Farmers"

The Goodyear Tire & Rubber Co.



Know the Tire You Buy

You can't tell the value of a tire by its looks. The unused tire is a riddle. Its sleek and unscarred surface tells no story. Its real value is hidden.

Nor can you tell the value of a tire by its price. The price may be too low. It may not allow of building a good tire. The price may be too high. It may be far above the value you will get.

But there is one reasonably safe indication of a tire's value available to everyone.

That is the service that tire is rendering in general use.

On this basis, we believe you will come to Goodyear Tires.

More Goodyear Tires are used than any other brand. They have received, and are receiving, the most severe test a tire can be given.

If you will talk to men who drive cars, you will find a strong majority for Goodyear Tires. A majority based on this very test of actual experience.

It will probably surprise you how many hard-headed men of your acquaintance are buying Goodyear Tires for the value which is in them.

Ask the Goodyear Service Station Dealer to tell you the experience of the men to whom he sells tires.

The Goodyear Tire & Rubber Co. of Canada, Limited

GOODYEAR
MADE IN CANADA

CABLE
A B C 5TH EDITION

GOODYEAR

HEAD OFFICES - TORONTO ONT.
FACTORIES
NEW TORONTO AND BOWMANVILLE

The Goodyear Tire & Rubber Co.
of Canada, Limited

AUTOMOBILE
MOTOR TRUCK
MOTOR CYCLE
CARRIAGE
BICYCLE
AEROPLANE
} TIRES

HOSE
BELTING
PACKINGS
MOULDED GOODS

IN REPLYING KINDLY REFER TO THESE INITIALS WGS:MC

Toronto, Canada October 9, 1919.

The Canadian Countryman
Toronto, Ont.

Gentlemen:

In planning our advertising for 1920 we are again including Canadian Countryman on our list of Farm Papers.

Our decision is based upon our experience for the past several years, when Canadian Countryman along with one other eastern Canadian farm paper has held a leading position on our list of advertising media. It is natural that we should again select this paper to carry the Goodyear message to the farmers of eastern Canada.

The writer has watched the pages of Canadian Countryman carefully. Your editorials are clean-cut and progressive. Your articles are interesting, and show a practical knowledge of farm conditions. Such a paper could not fail to be of very practical value to the Canadian farmer, who is among the most progressive in the world.

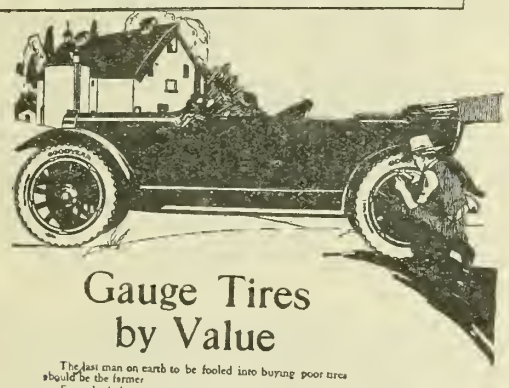
We consider Canadian Countryman has been a real asset to us in reaching the better class of farmers with the story of Goodyear Automobile tires, and you may rest assured that just so long as you maintain your present high standard that Canadian Countryman will have our support.

Yours very truly,

THE GOODYEAR TIRE & RUBBER CO. OF CANADA, LIMITED,

W. G. Steward

Advertising Manager.



Gauge Tires by Value

The last man on earth to be fooled into buying poor tires should be the farmer.

For nobody has more real knowledge of values.

And there is nothing else to think about in buying a tire.

Just value.

The thing which counts most is—how many miles of wear are there in it?

Remember that and save money.

Figure, also, the protection against skidding and punctures afforded by the tread. Figure the appearance added to your car.

So, it doesn't much matter what you pay for a tire in the first place.

What *does* matter is what you pay per mile of service.

Goodyear Tires were the first to be sold on this basis. We were the first to ask motorists to buy tires on this basis.

It was then the Goodyear business started its tremendous growth. It was by that means that the real quality of Goodyear Tires was proven.

And because car owners have learned to buy tires at so much per mile instead of so much per tire, Goodyear has become a gigantic corporation—the largest tire builders in the world.

Buy tires as you buy everything else you use—on a quality basis. Watch your own mileage and check up with your friends. You will come to Goodyear Tires.

And when you do, talk to the Goodyear Service Station Dealer.

The Goodyear Tire & Rubber Co. of Canada, Limited

You don't know how much you've paid for a tire till it is worn out.

PERHAPS you gave the tire-merchant $30 and the tire gave you 3750 miles of service. That tire cost you ⅘ of a cent a mile.

But if you bought a tire the Goodyear way, you gave the dealer, say, $40 and you got, well, 6000 miles of service. That tire cost you ⅔ of a cent a mile.

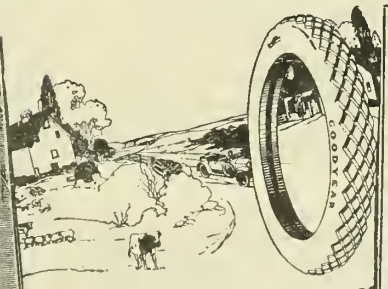
We say the Goodyear way, because Goodyear Tires have always been built and sold on a quality rather than a price basis.

Other tires may sell at a lower or a higher price. Goodyear Tires sell at the lowest cost-per-mile. Motorists have proved it because they buy more Goodyear Tires than any other brand in the world.

The Goodyear Service Station Dealer has proved it and will gladly tell you about it any time.

The Goodyear Tire & Rubber Co. of Canada, Limited

GOODYEAR
MADE IN CANADA



You Can't Feed Your Stock o

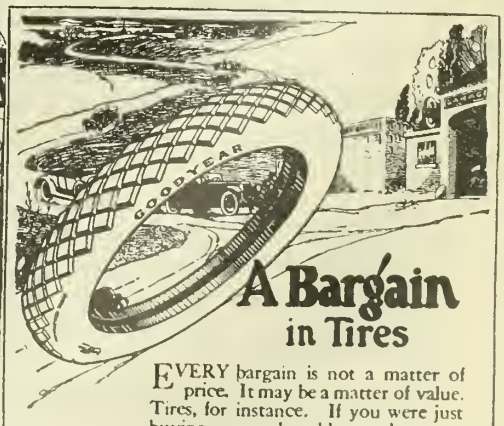
Straw costs a lot less than hay and grain—until you feed it to your stock. Then the cost of straw shoots up—in lost stock and in sickness.

Tires are just about the same. Lots of tires are priced lower than Goodyears. It's pretty hard to resist that low price bait—until it's time to buy another tire. Then you wonder how you wore out that tire. It didn't *wear out*—it *gave out*. Wear was never put into it.

Few car-owners frown when a Goodyear Tire finishes its service mile. They lay aside a Goodyear Tire with much the same feeling with which you ... tiring pasture ... served you lo... *Value delivered* ... one big rea... the diamon... the Goodyear ... Tread on ... Why the ... world ... Tires th... Next ti... stop o... vice St... Goodyear ... seal ...

The ...

GOOD... MADE IN CA...



A Bargain in Tires

EVERY bargain is not a matter of price. It may be a matter of value. Tires, for instance. If you were just buying so much rubber and cotton, price would be a good gauge.

But you're really buying miles of service.

And on a basis of miles per dollar the Goodyear Tire is a real bargain.

You can buy cheaper tires—but not cheaper mileage. There is no more sure way of reducing your motoring costs than by equipping all four wheels with Goodyear Tires.

This thought has always guided the Goodyear organization. The Goodyear Tire as offered you to-day is the result of constantly striving to put more miles into tires at fair prices. Our success is marked by the approval of the world's motorists—they buy more Goodyear Tires than any other brand.

There is a Goodyear Service Station Dealer near you who believes, as we do, in giving value.

The Goodyear Tire & Rubber Co. of Canada, Limited

GOODYEAR
MADE IN CANADA

Your Passport to Reader Goodwill

That is what your advertisement in CANADIAN COURIER means to you---and to every other advertiser who makes frequent use of its columns.

---For several weighty reasons.

First, its subscribers are not slow to express their appreciation of the sturdy Canadianism of its editorial contents, which deal with present-day topics and problems in a timely and courageous manner.

Again, they know by long experience that only the most reputable firms and products can gain access to the COURIER'S advertising columns. Therefore they feel that they can purchase **with confidence** any product they see advertised in the COURIER.

Quality Circulation

NINETY per cent. of the COURIER'S circulation is sold to busy business men in their offices, and sold **on merit only.** Most of these men order it sent to their homes for the use of their families as well as themselves.

This circulation is located almost entirely in the 85 trading centres from Coast to Coast, ---which is a condition worthy of careful note.

Twenty-six issues of this kind of circulation at **35c. a line per issue** is the best advertising value obtainable in high-class national mediums.

See that the COURIER is on your 1920 list.

CANADIAN
COURIER

Member A.B.C,

181 Simcoe St. - - **TORONTO**

Special Christmas Editions

As usual, the Christmas season was the occasion of a number of Christmas editions of daily newspapers. Among those reaching MARKETING was that of the Quebec *Telegraph*, which issued as a supplement to the 40-page regular edition of December 20th, a bi-lingual edition in magazine form, which has run into three editions.

The *British Whig*, of Kingston, issued a 64-page Christmas number in regular size, all the press-work, etc., being done in their own organization. The *Standard*, of Kingston, also issued a special edition of 60 pages, and the Edmonton *Journal* issued several shopping supplements during the Christmas shopping season.

The salesmen from the St. John, Montreal, Toronto, Hamilton and London branches of the McClary Manufacturing Company attended a "school of instruction" held at the Head Office of that Company in London during the week of December 22nd.

The various processes used in the making of enamelware and foundry goods were painstakingly demonstrated during the week by the Company's production experts. Nor was the social side neglected. At a large reception and dance the visiting salesmen were given a warm welcome and a good time. The general opinion at the close of the week was that the gathering had been interesting and instructive to an unusual degree.

J. N. Chevrier, formerly manager of *Le Devoir*, Montreal, was elected Managing Director of the newly-organized Montreal Printing & Publishing Limited, at a recent meeting of the shareholders of that Company.

There are several indications that the farmers of Quebec are not going to be content to lag along in the rear of the other provinces for any great length of time. The latest straw which shows how the wind is blowing comes in the form of a weekly newspaper that is apparently about to be published in the parish of Cap Sante, which is in Sir Lomer Gouin's own stronghold, Portneuf County. The paper is promoted by Capt. Ernest Cinqmars, an old journalist, and King's Printer at Quebec, when the war broke out, and will be called The *Farmer*. It looks as if the farmers in that locality are going to try to make full capital out of the rumored departure of Sir Lomer from provincial politics.

At the 45th annual meeting of the Dominion Commercial Travelers Association, held in the Windsor Hotel, Montreal, held on December 20th, J. Charles Shea was elected President by acclamation. All the other officers were also elected by acclamation. An increase of 1085 members for the year was reported, the total membership now being 9,621, the largest in the history of the Association.

The vehicle of a message should never be so unusual or fantastic as to divert attention from the message.

THE FARMER'S ADVOCATE AND HOME MAGAZINE
PERSEVERE AND SUCCEED — FOUNDED 1866
PUBLISHED EVERY THURSDAY
$1.50 PER YEAR IN ADVANCE
THE BEST ADVERTISING MEDIUM IN CANADA
1866 LONDON, CANADA 1920

TO THE SPACE BUYER

What You Ought to Know About Circulation

Before deciding what publication you will use you should know at least three facts regarding its circulation.

1st. The methods by which circulation is obtained and maintained.

2nd. How many stop their subscriptions and how many new names are put on each year; also how many renew from year to year.

3rd. What amount of cash is received from each subscriber.

The best test (in fact the only real test) of the merits of a publication and of the quality of its circulation is the actual amount of cash the subscriber is willing each year to pay. Below are given figures regarding the publication of **The Farmer's Advocate and Home Magazine, London, Canada,** showing for each of the past eight years the number of subscribers, the total amount of cash received (after deducting all commissions) and the net average annual payment for each subscriber. These figures excepting those for 1912 and 1913 have been examined each year by the auditor of the Audit Bureau of Circulations since its first organization, but are not published in their statements although we have requested it repeatedly, both by letter and at the Annual Convention.

The regular subscription is $1.50 per annum in advance.

Year	Circulation	Cash Receipts	Average
1912	31,701	$35,694.25	$1.13
1913	30,651	37,727.28	1.23
1914	31,827	43,376.93	1.36
1915	30,559	42,926.40	1.40
1916	29,622	40,853.10	1.38
1917	29,594	40,766.71	1.37
1918	30,878	38,351.55	1.24
1919	32,566	49,432.04	1.50

The higher average cash receipt for 1919 is accounted for by the fact that some subscribers were charged $2.00 per year for not having paid in advance.

It will be unnecessary to state (after reading the above figures) that **The Farmer's Advocate circulation has been maintained without recourse to any strong-arm methods,** such as have been adopted by many publications in Canada and the United States, giving agents 100% and more for accumulating names on a mailing list irrespective of their character and yet accepted by the A.B.C. auditor as bona fide subscribers. We ask advertisers to investigate this unsatisfactory conditions of things and to insist upon the A.B.C. statements containing full information as to how circulation is obtained and maintained. Advertisers should insist upon knowing the amount of cash subscribers pay each year, the number of stops, renewals and the number of new names put on, which information will at once show whether the publisher does or does not adopt strong-arm methods.

We challenge any agricultural journal on the American Continent to publish a statement similar to the above giving authentic comparative figures for the same eight years.

The William Weld Company, Limited
PUBLISHERS LONDON, CANADA

The Farmer's Advocate and Home Magazine

(Member of A.B.C.)

"Entirely Satisfied" with Standard Service

That's what our customers usually say. In this case, we designed and lithographed the Zam-Buk cut-out illustrated above. We think that the original, 19 x 28 inches in size, is a very striking color job. Evidently our customer thinks so too. Read the letter below:—

Toronto, Dec. 2nd, 1919

The Standard Lithographic Co.,
28 Temperance St., Toronto

Gentleman,

In response to your request as to our opinion of the cut-out supplied by you, would say that we are entirely satisfied with this job; in fact, we consider it one of the finest pieces of lithography we have seen produced in this country.

Yours very truly,
C. E. FULFORD, LIMITED
per G. W. Tindall, Manager.

A trial of STANDARD service will make you also a satisfied customer. Our experience and facilities cover all kinds of lithographed color work. Ideas and estimates promptly furnished.

The Standard Lithographic Company of Canada, Limited

FINE COLOR WORK

Trade Mark

LABELS
CUTOUTS
WINDOW TRIMS, ETC.

28 Temperance St. TORONTO

"Charlie" Coombs Meets Tragic End

The many friends of "Charlie" Coombs in Toronto advertising circles were saddened by hearing of his tragic death in London, England, a couple of days after Christmas.

He was a well-known member of *The Globe* advertising staff for several years prior to going overseas in 1916. He joined up in the early days of the war and served overseas with the 116th Battalion. After spending nine months in the hospital from wounds and gas poisoning he was attached to the British War Records Office, and at the time of his death was with the R. A. F. Research Department.

He appears to have been ill and despondent of late and on Boxing Day declared he "was going to get absolutely drunk and then pass out." Later, in the presence of a friend, he snatched a revolver from under the pillow and shot himself. An investigation of the circumstances resulted in a verdict of suicide while of unsound mind. His passing will be regretted no less than the circumstances connected with it.

❦ ❦ ❦

"Bert" Cowan, President and General Manager of the Cowan Co., Limited, Toronto, was presented with a loving cup by the sales staff of the Company on December 27th. In an appropriate speech Mr. Cowan thanked the donors for the gift, and also praised them for their loyalty and efficiency. His experience as a salesman fully enabled him to appreciate the many difficulties with which they had to contend, which made the results all the more worth-while.

❦ ❦ ❦

Every office worker, regardless of his or her position or amount of experience will find much valuable information in a new 285-page volume just issued by the A. W. Shaw Company, publishers of System, entitled "Office Training and Standards," by Frank C. McClelland. This work covers the broad field of office methods and management in a most comprehensive manner. Office details and the underlying principles of management are treated concisely, yet thoroughly, and the text matter is pointed by many pertinent illustrations. Careful study and practice of the principles laid down in readable fashion therein, will enable the ambitious office worker to make rapid advancement in his or her chosen calling

❦ ❦ ❦

John T. Hawke, editor and proprietor of the Moncton (N.B.) *Transcript*, and a well-known Canadian newspaper man, was suddenly stricken with partial paralysis on New Year's Day.

❦ ❦ ❦

E. H. Johonnot, formerly Western manager at Winnipeg for the Dominion Cartridge Company, has been appointed director of sales with headquarters at Montreal.

❦ ❦ ❦

Wallace C. Richardson, Inc., New York City, has been appointed Eastern Advertising representative of the *Nor'-West Farmer*, Winnipeg, in charge of all accounts in the eastern seaboard and contiguous states.

Patrick Sales Staff Meets

The sales staff of W. G. Patrick & Co. responsible for the Canadian sales of many well-known advertised lines, met in convention during the Christmas holidays. There were thirty in attendance, and under the direction of W. G. Patrick and Roy Gee, the sales manager, the selling points of the various products were thoroughly reviewed for the instruction and inspiration of the salesmen. The year just closing is the best in the history of the organization, but promises to be excelled in 1920.

❦ ❦ ❦

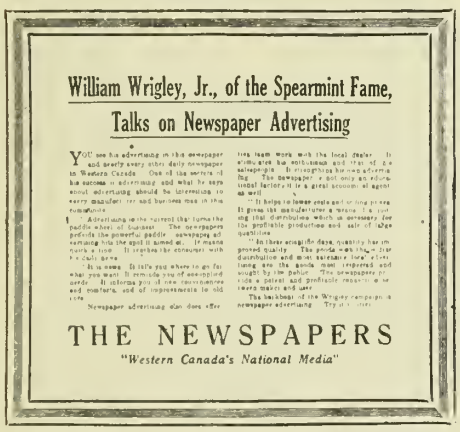
The Liberal and *The Observer* of Tillsonburg have amalgamated under the control of a joint stock company called the The News Printing Co., Limited, which will in future publish the new paper, *The Tillsonburg News*. F. E. Aldrich is President. The *News* will be independent in politics.

❦ ❦ ❦

W. J. Blackburn Dead

W. J. Blackburn, President of the London Free Press Printing Co. died on New Year's day after a prolonged illness. He was in his sixtieth year. Through his long connection with one of Canada's leading dailies he was widely known in newspaper and advertising circles.

❦ ❦ ❦



William Wrigley, Jr., of the Spearmint Fame,

Talks on Newspaper Advertising

THE NEWSPAPERS

"Western Canada's National Media"

The publisher who is willing to take a dose of medicine from the same bottle he hands the advertiser in his territory is not as common as he should be, though the virus is working, as can be seen from the co-operative newspaper advertising reproduced herewith. This advertisement, which appeared in good-sized newspaper space, is well displayed, and contains arguments in favor of newspaper advertising that are pertinent and easily read. This kind of propaganda is on the increase, and is bound to create an atmosphere favorable to the object of the advertising.

❦ ❦ ❦

The present action on the part of the Montreal Health authorities in connection with the small-pox situation in Toronto, is causing a great deal of inconvenience to members of the advertising and sales fraternity in both cities. Forewarned is forearmed—perhaps we should have said, barearmed, and a good many sore arms are now prevalent in cases where the owners have business in both cities that does not admit of delay. As one man puts it in a letter recently received, "your letter of the 12th has been held up because I had to get vaccinated, *and it took*"

You Cultivate
Canada's Richest Market
When You Advertise In

SASKATCHEWAN

and to adequately cover Saskatchewan
you MUST advertise in

The Regina Morning Leader

—and—

The Saskatoon Phoenix

No Canadian campaign of national advertising is complete without these two newspapers

SPECIAL REPRESENTATIVES

Toronto: Edgar J. Guy, 302 Royal Bank Building.
New York: L. Klebahn, 1 West Thirty-fourth Street.
Chicago: Henry De Clerque, 200 Mallers Building.
London, Eng.: F. A. Smyth, 29 Ludgate Hill.

1920 LYDIATT'S BOOK

"What's What in Canadian Advertising"

Now on the press. Copies will be ready about February 1st. Will accurately record the many changes in costs, etc., of all important Canadian newspapers, magazines, farm trade and class periodicals, posters, street cars, printing, engravings, etc. Also latest trade and census statistics of interest to advertisers. A complete date book—not a mere directory. Everywhere recognized as the authoritative guide to advertising in Canada. 360 pages, pocket size, leather-bound. Post-paid $3.00 a copy. You get twelve month's use of it if you

ORDER YOUR COPY NOW

W. A. Lydiatt, *Publisher*, : 53 Yonge St., Toronto

The Advertising Scale

An effective advertising medium which compels attention.

It is impossible to approach the machine without seeing the advertisement on the face. It is impossible to stand on the platform---the advertisement being twelve inches from the eye---and not read it. The motion of the dial *compels* the attention, and the realization of having caused movement by the act of stepping on scale increases the value.

An important feature of the circulation secured by the Advertising Scale is that the advertiser need only advertise his product in the store where it is sold. For example- - an article sold by grocery stores need only be advertised on the Scales located in the grocery stores. It is the nearest approach to 100% efficiency and elimination of waste in circulation offered by any medium of advertising.

Write for our booklet, "The Final Link in Advertising". We will gladly arrange a demonstration of the actual scale in your own office or you can call and see it in operation.

Advertising Scales Limited

26-28 Adelaide Street West TORONTO

Britons After Canadian Trade

Canada is undoubtedly beginning to bulk large in the eyes of British manufacturers of various products. There was a healthy growth in British sales to Canada before the war, but from 1914 to the end of the war the exportation of manufactured products to Canada fell away almost to nothing, as was natural under the circumstances.

That British manufacturers, however, have no intention in the future, of allowing Canadian trade opportunities to go uncontested, as was perforce the case during war time, is shown by the steadily increasing number who are advertising to the trade throughout Canada—and in some cases direct to the consumer as well.

In practically every case live Canadian agents are carrying the lines advertised, and it is quite apparent that a serious attempt is being made to gain, or to retain, as the case may be, a fair share of the business offering in the fertile Canadian field.

British advertisements thus far are largely confined to cotton, woollen, silk and other fabrics pertaining to the clothing and dry goods trades. British manufacturers of grocery specialties, confectionery, biscuits, and similar commodities are also well represented, with a smattering of other products.

Among the British advertisers noted in Canadian mediums are the following:

Walker Bros., J. & W. Bastard, Brown, Vickers & Co., Rob't. Whittaker & Co., Ltd., Crockers, Ltd., Lister & Co., Ltd., Wm. Anderson & Co. ,Ltd., Calico Printers' Association, Ltd., John King & Son, Cyrus Brook & Sons, Ltd., Craftana, John Currie, Son & Co., Jennens, Welch & Co., Ltd., Russell & Co , John Ainscrow & Co., Ltd., Geo. Brettle & Co., Ltd., Wilson & Co., Irish Linen Society, Wm. Harland & Son, John Oakey & Sons, Ltd., Sphinx Mfg. Co., Griffith Bros. & Co., A. E. Hawley & Co. Ltd., Huntley & Palmer's Ltd., J. J. Colman, Ltd., Spratt's Patent, Ltd., J. & G. Cox, John Gray & Co., Ltd.

These advertisers in many cases are among the leaders in their respective fields, and it may be confidently expected that many other British manufacturers will follow their example during 1920.

* * *

Souvenir of Prince's Visit

The Canadian Pacific Railway has just issued a very handsome 32-page booklet, entitled "Across Canada with the Prince" which is dignified and artistic to a degree well worthy of the momentous occasion it portrays. To quote from the preface, "Some of the things he saw, and a part of Canada's spontaneous welcome, are illustrated in the following pages." Douglas Newton, special correspondent on the tour for the London *Daily Chronicle*, wrote the descriptive matter, which is concise yet sufficiently comprehensive.

The numerous illustrations are done in browns and greens, with text to match. The front cover shows an autographed photograph of the Prince in "cits," while the back cover illustrates the engine of the Prince's train with its crew.

Bringing down the High Cost of Selling

NOW AND THEN, some newspaper performs an apparently altruistic service to advertisers, which afterwards proves to be highly profitable to itself.

Not long ago, we made a searching investigation into market conditions in Western Ontario for a certain product.

The result of our report was that a drastic change took place in the selling plan and the advertising appropriation was expended to much more effect than would have been the case if the original plan had been followed.

Our Co-operation is Valuable and often Most Needed Before the Advertising Starts

Have your travellers call and see us FIRST, when in London. We can tell them much that will be helpful in dealing with their customers, who are known to us and with whom we do business every day.

Local merchants are inserting advertisements daily in The London Free Press, and we can assist them to get the most benefit out of YOUR advertising by featuring YOUR goods in THEIR copy.

By all means, let your travellers see us before calling on their customers. We'll be glad to help and advise them in every possible way, and we believe they'll send you a word of commendation of this paper in their weekly reports home.

ASK ANY RECOGNIZED ADVERTISING AGENCY FOR FULL INFORMATION ABOUT THE FREE PRESS AND THE RICH RESPONSIVE MARKET IT SERVES

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

TORONTO OFFICE
E. J. Grey - Phone Adelaide 4673

MONTREAL OFFICE
E. L. McArthur - Phone Main 8226

NEW YORK OFFICE
D. J. Randall - 341 Fifth Avenue

CHICAGO OFFICE
C. W. Wallis, 1243 1st Nat'l Bk. Bldg.

NEW MINIMUM RATE

The following advertising rates are now in force with the Kitchener News Record :

1,000 lines, per line 2 cents **7,500 lines, per line 1½ cents**
5,000 lines, per line 1¾ cents **10,000 lines, per line 1¼ cents**

The only change from the previous rates is that the minimum rate is now based on a 10,000 line contract instead of 15,000, one and a quarter cents per line now being the lowest rate. This is for plate matter, an extra charge of half cent a line being charged for composition.

Circulation for six months ending Nov. 30, 1919, 3970

THE NEWS RECORD

KITCHENER, - - ONTARIO

Member of A.B.C.

You Influence 31,000 Progressive Ontario Farmers

---and 4,000 more outside of Ontario---when you use the advertising columns of CANADIAN FARM. These farmers have plenty of money to spend, and they are spending it freely on both luxuries and necessities for personal and farm use.

CANADIAN FARM'S **weekly market issue** clinches the good will and prestige created by the editorial value of the regular weekly issue. It is this **two-fold** service that has entrenched CANADIAN FARM so solidly in the affections of its readers.

Naturally the advertiser's message therein reaches this splendid audience under the most favorable conditions.

Advertising Rate---18c. per Line
Sold on a Guaranteed Circulation Basis

Canadian Farm

181 Simcoe St. Member A.B.C. TORONTO

THE GALT DAILY REPORTER'S

advertising columns are being used constantly by advertisers of national repute because *The Reporter* covers the City of Galt, the towns of Preston and Hespeler and more than 17 villages.

Since it is the only daily published in South Waterloo it would be advisable to include it in your 1920 list.

Our Advertising Department will gladly furnish you with any further information you may desire.

GALT REPORTER LIMITED
GALT, ONTARIO

A.B.C. Guaranteed Circulation of 4,334

Errors in Dealer's Names

Every once in a while some advertiser gets enthused over the idea of running the names of local dealers in his newspaper advertisements. And it helps interest the dealer, and helps to focus the demand, if the details are carefully looked after.

Trouble is sometimes stirred up, however, when some dealer's name is left out, "inadvertently" of course, or when names or addresses are incorrectly given, or when the only dealers' names which can be used fall short of being representative, or are of insignificant or out-of-the-way stores.

The Durham Duplex Razor people have recently been running some advertisements of this kind. Evidently the extended lists of dealers' names used were not checked with any too much care. The list published in one daily, for example, omitted several important stores whose proprietors didn't like being overlooked a little bit. One store listed had been out of business for two years, and another's proprietor had been dead for three years.

This sort of thing made some people wish for a different kind of advertising, and emphasizes the necessity for extreme care in compiling and checking this feature of the advertisements.

Cats in Milk Advertisements

Someone who makes pictures used in Farmer's Dairy advertisements in Toronto must have a dog and a cat with a special fondness for this special brew of cow-juice, thinks a reader of MARKETING. "Nearly every illustration" he says, "shows a dog or a cat licking the children's plate or sticking its snout in baby's cup. Haven't you noticed it?"

No, we hadn't! But we wonder if a dog's or a cat's liking for any particular milk is any suggestion in its favor. Reminds us of the mother who was nursing her baby while riding in a street car. Baby didn't want refreshment and was inclined to bawl to emphasize that fact, for the exasperated mother was overheard to utter this dire threat: "Come now, if you don't take it, I'll give it to the conductor!" Which may, or may not, have been an inducement.

Mailing Folders in 4 Colors

The Canadian Chewing Gum Co., Limited, has just issued a very striking broadside in several colors featuring Adams Black Jack Chewing Gum, and some of the advertising that will appear in a large number of newspapers, magazines, street cars and bill boards throughout Canada. Full-page two-color advertisements will also appear in the *Saturday Evening Post*. This broadside has been mailed to 40,000 retail merchants. This piece of direct advertising was planned and written by the advertising department of the Company, the printing and art work being handled by R. G. McLean, Limited. The right-hand page of this broadside is designed to be used as a hanger for the dealer's window. Thus used, it will make a very effective link-up with the rest of the campaign.

1920

Should see a generous portion of your advertising money spent in Ottawa

NEARLY everybody can put forward what seems to them to be a good and sufficient reason for other people to buy what they have to sell.

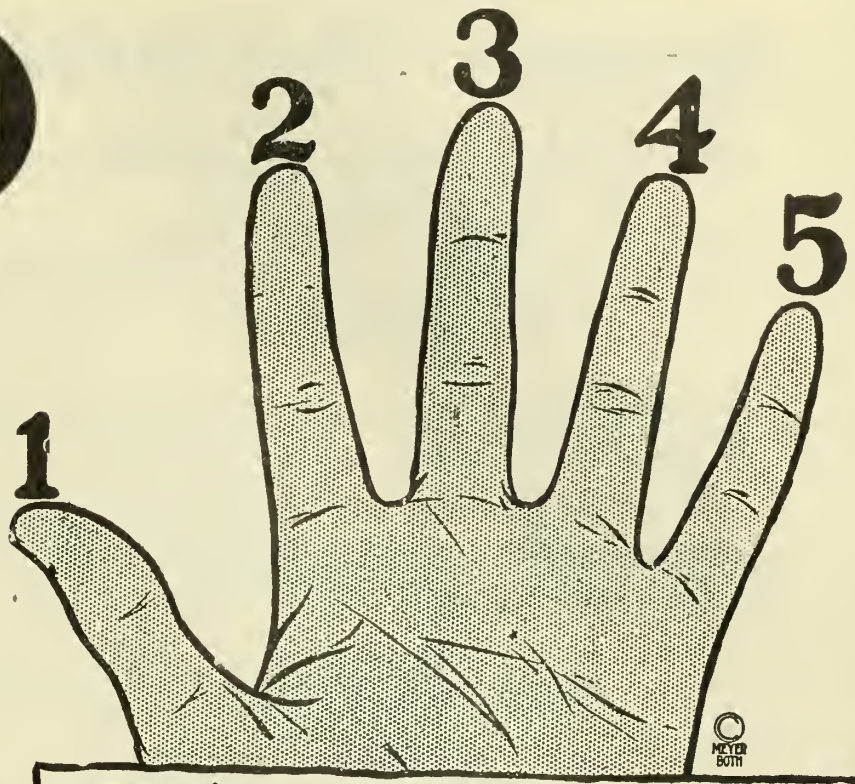
But in the last analysis---the only real reason which should be of importance is "benefit to the buyer".

If your money is spent where it will not bring returns, commensurate with the amount spent, nobody is satisfied.

Advertising in Ottawa is good business because it brings results. Advertising in Ottawa is placing your announcements before the eyes of a happy, prosperous, contented people.

And---if what you have to sell backs up what you have to say about it and appeals to the desires of these Ottawa people---the returns will be both quick and lasting.

Ottawa's dailies, the Journal and the Citizen, cover Ottawa and the surroundings completely.



Five Good Reasons

1. Ottawa is the market place of the rich section of Central Canada.
2. Ottawa has money to spend. Its three principal pay-rolls amount to over $25,000,000 each year.
3. Ottawa has the desire to buy. Its people like and demand the best.
4. Ottawa has a population—including Hull and suburbs—of about 140,000.
5. Ottawa as the Capital of Canada has influences which cover the whole Dominion.

"Tell It" For All 1920 in Ottawa by Advertising in

Ottawa Daily Newspapers

Ottawa, Canada

The Journal
Dailies

The Citizen
Dailies

The Christmas Edition

of the Daily British Whig

--- 64 Pages ---

was the biggest paper ever printed in Kingston. December advertising broke all records. The total volume of November advertising exceeded that of the next Kingston paper by 120,640 lines.

WRITE FOR RATES

Once SELL Your Goods to the Maritimes and they Stay SOLD

It's axiomatic that once you sell your goods to the people of the Maritime Provinces those people stay sold—provided, of course, merit prevails, and value is represented.

But, naturally, you've got to go to them periodically with your message—and the Telegraph-Times combination makes it a simple matter to do this in New Brunswick, and at small cost.

Cultivate this prosperous field by telling your story to it through the great combination of dailies that cross it—the Telegraph-Times, published in St. John, N.B., the mercantile heart of the province and the winter port of Canada.

Nearly 30,000 daily—verified by the A.B.C.—
and at a flat rate of 5c. per line

The Daily Telegraph—The Times-Star

Morning St. John Evening

The ONLY A.B.C. Papers in New Brunswick

American Firms Expanding in Canada

Plans for expansion by American firms already located in Canada, and the movement of other American firms to Canada to establish branch houses, interrupted by the war, is commented on by the Wall Street Journal, which publishes a list of some of the larger factories that have been established since the signing of the armistice.

Tariff considerations led to the location of between four and five hundred branch plants in Canada in ante-war days. The European conflagration put a temporary stop to the movement, but is once more gaining momentum. Recent months have seen a start towards location of at least a score of new plants in suitable industrial centres, while agents of several important American corporations are now spying out the land.

Automobile Business

With the expenditure of $15,000,000 by General Motors of Canada on plants now nearing completion at Oshawa and Walkerville, Ont.; with the placing of the Willys-Overland of Canada plant at West Toronto on a producing basis; with extensions to the capacity of the Ford Motor Car of Canada at Ford City, Ont.; and with expansion in other automobile manufacturing plants, the automobile trade has been a factor in the movement.

Goodyear Tire & Rubber Co. of Canada is adding to its factory at New Toronto to increase production from 2,500 to 3,500 tires a day, Canadian Consolidated Rubber Co. is spending $1,000,000 on its plant at Kitchener, Ont., and the Firestone Tire and Rubber Co. of Akron, O., will locate a branch factory at Hamilton, Ont., with an initial capacity of 3,000 tires a day. This company has bought 80 acres of land and will spend over $1,000,000 on the undertaking.

Other Companies Established

In the musical instrument field the most notable development has been the acquisition by the Columbia Graphophone Co. of New York, of the extensive plant of Canadian Aeroplanes, Ltd., in Toronto. General Phonograph Corporation of New York has taken over an existing plant in Kitchener, Ont., and will extend it, and New York interests, under the name of the Canadian Phonograph Motor Co., Ltd., are locating a plant in Stratford, Ont.

In the field of pulp, paper and paper products one of the outstanding enterprises is that of International Paper Co. at Three Rivers, P.Q. At Peterboro, Ont., the Nashau Gummed & Coated Paper Co. of Nashau, N.H., is locating a branch plant in a building acquired for the purpose. They expect to get going by January.

Other Industries

Other companies placing branch industries in Canada are the Robbins & Myers Co., the Western Clock Co., and the Hoover Suction Sweeper Co. The first-mentioned is erecting a plant with a capacity of 125,000 motors per work year and employing 500 persons in Brantford, Ont., and hopes to start operating in January. The second is locating in Peterboro, Ont., where it is taking over an existing building and

also hopes to be producing by January. The third has just about completed the erection of a large plant in Hamilton, Ont.

Under the name of the Niagara Wire Weaving Co., the Lindsay Wire Weaving Co. of Cleveland, Ohio, is spending $220,000 on the erection of a plant at Niagara Falls, Ont., which will employ 150 hands in the manufacture of wire cloth and wire-weaving machinery. The Railway Steel Spring Co. of New York will start the manufacture of steel tires for railway equipment at Montreal in January under the name of the Canadian Steel Tire & Wheel Co. The Elgin Gas Motor of Elgin, Ill., is erecting a three-storey factory in Winnipeg which will be producing 15 engines a day by December.

Galt Gets New Industry

McCaskey Systems Ltd., of Toronto, have decided to locate their head office and plant in Galt, having purchased a manufacturing plant which during the war was used for munition purposes. They will move in a few months. In addition to the manufacture of registers the firm also makes counter check books, business in which has devcloped rapidly recently.

Perhaps you are one of the advertisers who are always bewailing the lack of "dealer co-operation"—meaning thereby the dealer's disinclination to use your window display matter.

Well, what kind of window display matter did you provide? If you sent him a box full of clumsy, gaudy decorations which when set up must crowd out or drown out everything else in his window, you have no right to complain.

Give him an intelligently planned exhibit that will be a *unit* in a refined, interesting window display, and he will usually use it. Remember that he sells other goods besides yours, and it is "going some" to ask him to give you all the space he has at his disposal for even a few days. This aspect of the situation is too often lost sight of.

Advertising Solicitor: "If there were fewer fools in the world it would be a much pleasanter place to live in."

Patent Medicine Manufacturer: "Yes, but it would be harder to make a living."

— WINNIPEG —
AND
WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

The Managing Director

of a leading Canadian publication wrote one of our clients in this strain:---

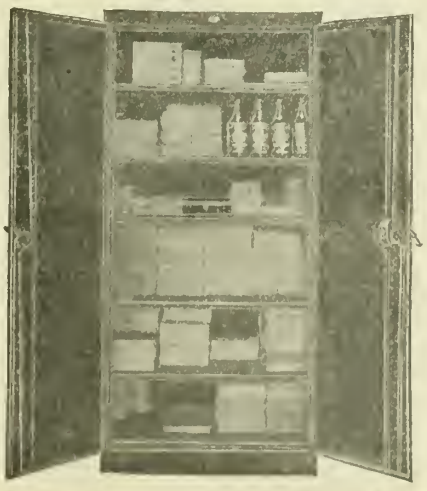
"I want to compliment you upon the copy you are now using. It is the best advertising I have ever seen your Company put out."

Our efforts for this client, as for our many others are producing results that make the advertiser glad he linked up with

Federal Advertising Agency

T. H. YULL, Director

Dominion Savings Buildings - London, Ont.



The Complete Solution of the Storage Problem

DENNISTEEL *Made in Canada* Stationery Cabinet

Note how it takes care of a dozen kinds of supplies, as well as cash box, stamped cheques, receipts, labels, etc., stationery often damaged by dust and wet, mice and rats. With a DENNISTEEL cabinet, your more valuable material is safe from thieves and protected against fire.

Adjustable shelves make this cabinet elastic enough to meet all ordinary requirements. We make special cabinets to order for other cases. Yale combination locks, best construction and material throughout. Write for illustrated folders.

We also make Steel Wardrobe Lockers, Steel Shelving, Bins, Etc

Halifax
Montreal
Ottawa
Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Hamilton
Winnipeg
Calgary
Vancouver

Where Your Goods Are Sold

That's where the QUARTERLIES are bought and circulate---

In the very shopping neighborhoods where there are the greatest number of retail stores---

In the very stores where the women of that neighborhood do most of their shopping---

At the very time when they are planning their most important purchases.

Is there any other medium which so closely ties your advertising up to the dealer---which reaches the customers of so many stores, **through the stores themselves?**

The more you look into the QUARTERLIES, the more you will appreciate their unique influence among the best class of Canadian shoppers---and their special value for advertising of interest to women.

Canadian Fashion Quarterlies

Sold to their customers at 25c. a copy by more than 3,000 Canadian retailers. Bought by women as guides to "what's best to buy". The Spring issues, now on the press, carry the largest volume of advertising in their history.

For rates and other information write:

Manager Advertising
53 Yonge St., - Toronto

The Globe Clan Foregathers

The Toronto *Globe* "family"— comprising the entire staffs of all departments—were the hosts at a dinner tendered to President W. G. Jaffray, the members of the Board of Directors and their wives, on Saturday evening, December 13th. The function took place in the Pompeian Room of the King Edward Hotel, nearly four hundred persons being present, and it was a remarkable demonstration of the harmony and "esprit de corps" existing throughout the whole organization of the big daily.

A great many "stunts" were pulled off during the course of a hilarious evening. Speeches were taboo, but a "special edition" of the paper, and the publication of a souvenir volume, "Who's Who on the *Globe*, 1919," supplied full information—with rare and fearless candor—about the doings of everyone on the staff, from the President down to the office boy. This "special edition" was gotten up in the same style as a regular issue, but dealt entirely with internal matters, and many a reputation was punctured as a result.

The address to the President, brought in by a uniformed policeman, expressed the loyalty of all toward their "chief," who made a feeling reply. His was the only speech permitted during the evening; all others trying to orate were given short shrift. The "rubber neck" wagon that appeared during the evening, did all the "spieling"—to the great confusion of many of the victims.

All the talent was supplied by members of the staff. The various "stunts" and other forms of jollity pulled off left not a dull moment in an evening that will be long remembered by all present. The *Globe* is granting to each member of the business and editorial staff a **five per cent.** bonus on their annual earnings.

* * *

The 1920 calendar of the Bank of Nova Scotia is one of the best examples of the calendar maker's art seen for some time. With its striking design, unusual shape, and artistic printing it will stand out prominently in any company. The refined coloring and dignified appearance make it particularly appropriate for bank advertising. Each leaf carries a pertinent message featuring the benefits of systematic saving. The design was executed by Franklin Booth, the printing and engraving being handled by The Gazette Printing Company, Limited, Montreal.

* * *

Purkis an Agent

Thonton Purkis, for the past eight years an executive with the J. J. Gibbons advertising agency, left that organization January 1st to establish his own agency in Toronto.

* * *

"Watch for the yellow 'not advertised' tickets. They denote extra good values not announced in the daily papers."

Such is the slogan of a prominent store in one of our larger cities. What wonder if some people jump to the conclusion that advertising increases the cost of merchandise. Wouldn't you? Isn't it a fair inference under the circumstances?

(*Continued from page 19*)

taking him out to dinner and "smoothing him down" without giving him actual justice; or that other variety of the same genius who bluffs and blusters the salesman into "saying nothing more about it."

The new type of sales manager who, in a common-sense way refuses to try to "put anything over on his men," eliminates the cause of just grievance. If by some error of judgment a just grievance comes into their co-partnership, he admits it and treats the salesman as though he had a right to a fair deal no matter what it cost.

The salesman wants a man for a manager—a man who is fair, square, courteous, sympathetic, while a disciplinarian and a teacher, a leader, tactful and considerate. Such men have not been managers. Many interesting anecdotes might be told of these men. Some of the salesmen criticized the inspirational sales managers who made claims that could not be substantiated. To tell salesmen, for instance, "There are just as many chances in any well established business for a good salesman to become a member of the firm," or "A salesman hold his future in the palm of his hand no matter for whom he is working." The salesmen know this isn't true—and it is preposterous to hand out such stuff to them. Any salesman who thinks, knows there are three factors in every job:—

1. The job, which is the thing or work to be accomplished.

Translated into opportunities to develop, desirable relationships, commission on sales, profits on sales, etc., in certain, specific territory, lines of business, etc.

2. The salesman himself, what is his capacity?

This the salesman and his manager must predetermine.

3. The man who is his superior and who is going, by his management to aid or retard the salesman in the accomplishment of the job.

This is the new element which the thoughtful salesman are analyzing more carefully to-day. Sales managers are recognizing this fact and getting themselves in line with the job, pre-determining what the job is, the kind of men necessary to it, and preparing themselves to be able to pick and develop men in such fashion as to get the most out of the man and the opportunity.

That is the kind of sales management intelligent salesmen are looking for. Salesmen are not going to be satisfied until they get it. They are not going to be satisfied with inspirational conversations as incentives and more conversations as rewards. They don't always understand this; they don't understand the source of their own dissatisfaction — dissatisfaction that breeds criticism, quarrelling with the house, which causes their own elimination.

* * *

Capt. J. W. G. Clark, D.F.C., formerly of the Toronto *Daily Star*, has joined the newly-formed James Fisher Advertising Ageney, Toronto. Capt. Clark rejoined the *Star* staff on his return from overseas, and helped materially with the publicity work of the recent Victory Loan campaign.

You arouse every merchandizing unit in QUEBEC when you use The Telegraph

In the City of QUEBEC

THE TELEGRAPH ---ALWAYS

Through our *uniquely "different"* Canadian sales-advertising organisation, we offer

To Canadian Manufacturers
A *Complete* Merchandising Service

We plan and execute any part (or all) of a distribution-advertising-sales procedure—to manufacturer, jobber, retailer and consumer.

Service comprehends basic investigations, sales-plans, the direct-by-mail and media advertising (properly apportioned), and the *actual order-getting specialty sales-work.*

When mutually desirable, we will contract (under GUARANTY of RESULTS) to effect *complete trades-distribution* and *consumer-demand*—to do everything but manufacture and ship the goods.

We operate throughout North and South America (in all languages), and will consider the promoting, *anywhere*, of *any* legitimate business or sales enterprise that appeals to our judgment.

Our Canadian staff of thirty Merchandising, Advertising, Technical and Sales experts is "personally directed"—backed by the Management's twenty-five years of association with the largest manufacturers of the United States.

Canadian and U. S. clientele includes some very representative concerns.

Correspondence and professional consultation solicited.

CLARKE HELME LOOMIS LIMITED
GENERAL SALES COUNSEL
New York Chicago San Francisco Buenos Aires
Suite Seventy, MONTREAL, P. Q.
Beardmore Bld'g. Telephone MAIN 680

The Charlottetown Guardian
Covers Prince Edward Island Like the Dew

It is the only A.B.C. member in the Province. P.E.I. is the most prosperous Province in the Dominion. It contributed $425 per family to the Victory Bonds.

It pays National advertisers to advertise in the Charlottetown Guardian and they mostly include it in their appropriations.

Standard rate card of American Association of Advertising Agencies.

J. R. BURNETT, Editor and Publisher

What is the value per copy of your announcements in the Press?

The Christian Guardian

has a PAID circulation of over

32,000 Weekly

greater than any other religious paper in the Dominion. Each copy is mailed to the subscriber who has paid for it, there being no loss through news agents' returns.

Three times in five weeks all available advertising space was sold. Why was this? It has been proved frequently of late that the Guardian is one of the best charges for publicity. For instance :--

(1) A firm which was a little dubious as to the "Guardian's" value as an advertising medium, gave a trial order of five insertions which they keyed. The result was so satisfactory that they have since signed a three-thousand line contract.

(2) One of the largest advertisers in the Dominion wrote us:—

"We wish to state that more people have noticed our one advertisement in the Christian Guardian than in any single issue that we can remember."

Full particulars as to rates and space available may be obtained on application to the

Advertising Manager
Christian Guardian
299 Queen Street West
TORONTO

HOW'S BUSINESS?

WHAT signs of promise await the business world on the threshold of 1920? Many an executive is asking that question as regards his own business, and he is usually a bit hazy as to the answer. Little wonder! Conditions are abnormal. Business is unusually good, which condition promises to continue for some time to come. The demand, both domestic and foreign, for Canada's manufactured and agricultural products is as keen as ever. We are in the midst of a buyer's, rather than a seller's market, the only brake on demand being the inability to produce rapidly enough.

The disturbing feature of the situation is a blend of lavish expenditure on the part of the buying public—a regular orgy of spending—coupled with the high cost of living, apparently nearing its zenith, and the general labor unrest. This unrest is partly due to the abnormally high cost of living, partly to the natural unsettlement after the strain of the great war, and finally to resentment over unsatisfactory pre-war conditions, which still smoulders in many quarters.

Such is a sketchy outline of present general business conditions, and apparently the factors which enter into the situation to make it what it is, are not likely to change materially for some little distance into 1920 at least. The detailed conditions in the various provinces, as shown in the recent report of the Bank of Montreal, will give some idea of what may be reasonably expected during 1920.

In the Maritime Provinces, the year just gone has been one of great prosperity. These provinces by the sea are not subject to extreme conditions one way or the other at any time. They go smoothly along the even tenor of their way, and if they never reach the heights of feverish business activity, neither do they hit the doldrums where the trade winds cease blowing. The fishing industry has had a fair season, taking all localities into consideration, and prices, generally speaking, have been excellent. Lumbering in New Brunswick has not enjoyed a very large cut, owing to scarcity of labor, but prices have been very good, and stocks are scarce.

Agriculture has had a good year. General farming products have brought high prices. The crop of apples and other fruits in Nova Scotia has been away above par, but difficulty in securing shipping has hurt export business, on which this branch of agriculture so largely depends. Mining in all its branches has had its ups and downs, largely because of unsettled labor conditions. Demands for increased wages and shorter working hours have taken the form of strikes and disorder at times. This has resulted in decreased efficiency, lessened production, and greater cost of output. In this respect Nova Scotia has simply been sharing the general unrest.

Prince Edward Island has enjoyed a good season agriculturally, and the specialized industry of fox farming has enjoyed a big boom during 1919, with a consequent increase in revenues. It bids fair to be one of the main activities on the island, with the present high prices for pelts to spur the breeders on.

Collections in the Maritime Provinces have been good, and the failures few. Prospects for 1920 are therefore bright.

In Quebec Province the lumber cut was smaller than usual. Stocks on hand were shipped out at high prices. Labor conditions show an improvement, and a larger cut is looked for this winter. Pulpwood, one of the big exportable commodities of this province, sold well, and at high prices. The paper mills are working to capacity, and the demand for newsprint and the better grades of paper greatly exceeds the possible output now and for a long time in the future. Prices are away up.

Manufacturing in nearly all lines has been generally satisfactory but production is still limited by the scarcity of skilled labor and raw materials. The only mining product in the province is asbestos, and prices have been excellent. Shipbuilding has been active, the different yards having been busy with orders on hand. The future of this activity is somewhat obscure, depending largely on world conditions.

Agriculture in Quebec has had an unusually good year. Hay and cereal crops were average; root crops were excellent; dairy products showed a healthy increase both in quantity and price. Potatoes, one of Quebec's main crops, suffered from rot.

Conditions in the wholesale and retail trade of the province were very satisfactory, collections being good, and failures showing a decrease. Building is still in a state of comparative coma, and housing conditions have reached an acute stage. Values and rentals in real estate are very high, and speculation is therefore almost nil.

The Province of Ontario—frequently designated as the banner province of Canada—is enjoying a period of great prosperity. Manufacturing activities are limited only by short supplies or labor disturbances—and both limitations have been much in evidence during 1919. Both domestic and foreign demands for manufactured goods have been keen; government credits have helped exports. New industries have sprung up, and the prospects for 1920 are that a number of successful

British Columbia's Rural Field

Containing a population of 89,000 (farmers and their families), is now available to national advertisers through *Farm and Home*.

Every Post Office in B.C. is covered by our subscription list.

The circulation of *Farm and Home* is over 15,000 paid and constantly growing. An A.B.C. audit is expected in the near future. Advertising rate, 8 cents per agate line.

For further particulars apply to the Advertising Manager.

FARM AND HOME

137 Pender St. West Vancouver, British Columbia

American firms will locate factories in Ontario.

Generally speaking, the year was a good one for the agricultural community. Grain crops were not up to the average; root crops were good; all fruits except grapes were a very poor crop. The live stock situation is somewhat unsettled, and it depends somewhat on the state of feed supplies as to development in the near future. Dairy products brought good prices, but production costs were very high.

Lumbering and mining activities were greatly curtailed in 1919, shortage of labor being largely responsible. Lumber sales were very heavy at unusually high prices, due to large export demand, and a lively domestic market. Prices for pulp and paper products are soaring, with prospects for still greater increases. Mining has not shown the same activity. The demand for nickel fell off after the armistice, while strikes lessened both the silver and the gold output. These conditions are now improving, however.

Wholesale and retail trades are booming. Credits are very carefully watched and failures are negligible. Municipalities have undertaken large local improvements in an effort to overtake necessary work postponed by the war. Real estate values show a steady increase, with considerable activity; building is on the increase in urban centres toward which population continues to drift. Hydro-electric projects are much in the public eye, and the near future will show great development along these lines.

The three prairie Provinces, Manitoba, Saskatchewan and Alberta, would show a good many ups and downs if conditions therein were laid out on a

Do You Need an Advertising Manager?

A young man, who has ideas and knows how to carry them out.

He has made a special study of Electric Labor Saving Appliances and marketing of same.

He has tact, perseverance and initiative. At the present time he is employed by a large national advertiser, but feels that he is capable of a more responsible position.

He desires to associate himself with a Toronto firm, where he will have an opportunity of demonstrating what he can do.

Box 2 Marketing

All correspondence strictly confidential.

Assistant Circulation Manager Wanted

at once for Morning, Evening and Weekly Papers in Eastern Canadian town of 60,000 inhabitants. One fully qualified to take complete charge if required. Applicants must be thoroughly reliable, conscientious and temperate. Excellent position for competent person. Apply with full particulars to **Box 1** *Marketing.*

WELL established firm with Offices in Manchester, and Representatives in London and Birmingham, desire Sole Agency in England for good Novelties of Domestic use. Correspondence invited from manufacturers of good standing.

Box M.

HARRADENCE & EATON,
92 Market Street,
Manchester - England

BOUND VOLUMES OF

Marketing
and Business Management

A limited number of bound volumes of the issue for 1918 and 1919 are available at $4 each volume. Bound volumes of the issues for 1920 should also be ordered now, so that copies may be reserved.

In Advertising Patronage The Free Press Ranks With America's Leading Dailies

The Advertising Age and Mail Order Journal published in a recent issue a list of the thirteen 'six day' papers of America which carried paid advertising in excess of 5,500,000 agate lines during the first six months of 1919.

Due to the fact that The Free Press carried no display advertising from May 16th to 30th, inclusive, on account of the general strike which prevailed in Winnipeg, it was not quite able to qualify for membership in this top-notch group. It was, however right on their heels with the very presentable total of 5,390,390 agate lines. During the second half of the year, to the end of November, The Free Press has carried

5,792,076 Agate Lines in Five Months

and with the huge volume now piling up for December this paper will doubtless be found well up among the leaders for the entire year.

Such remarkable lineage for a city of scarcely a quarter of a million in population is only rendered possible by the wonderful pulling power of The Free Press, backed by a market unusually rich and productive.

Winnipeg Free Press

WINNIPEG, MANITOBA

Eastern Representative, E. J. GUY, 302 Royal Bank Bldg., TORONTO

Advertise With a View of Your Plant

Before placing orders, Foreign Trade demands tangible proof of your size, capacity and stability.

The whole story will be told by a glance at an Ad-Art realistic birdseye view of your plant.

AD-ART STUDIOS
Producers of Advertising Art
Victoria Block-Windsor, Ontario

Quality and Service

MULTIGRAPH LETTERS

Best Produced Anywhere

Addressing Folding Mailing

HARRY EDWARDS & SON
E. BENNETT, Manager
152 Bay Street, - - TORONTO
PHONE ADELAIDE 3313

Through Our FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

graphie chart. Agriculture is the big business of these provinces, and conditions show a startling difference in different localities. What was expected to be a bumper crop in the Spring of 1919 turned out a fizzle in a great many localities; and only the prevalent high prices saved the general situation. As it is a great many farmers in the southern part of Saskatchewan and Alberta lost all their crops by drought. Manitoba, and the northern parts of these other provinces had good crops. The ranching conditions, so critical in the late summer, were greatly relieved by late rains that eased the feed problem, and permitted the ranchers to hold their cattle instead of sacrificing them. High prices for all products have modified the unsatisfactory conditions spoken of, and business therefore is normal. As usual, 1920 conditions depend almost entirely upon crop conditions, and therefore cannot be prophesied. Buying in the West is brisk, and both wholesale and retail conditions are reported generally good.

Business in British Columbia is a blend of several activities. Lumbering is one of the chief productive efforts of the province, and conditions in this industry were very spotted during the year. The demand for war purposes dropped off, while lack of shipping interfered with export trade. Labor shortage curtailed production also; but these disadvantages were somewhat offset by prevalent high prices for the lumber products that were sold.

General agriculture had a good year, British Columbia is splendidly equipped for mixed farming, and B. C. farmers received good prices for their products, in most localities. Conditions in the specialized districts where fruit, poultry and market gardening are the main activities have been good in the main. Labor offers difficulties as elsewhere, and the foreign-born population constitutes a serious problem. Shipbuilding has had a good year,and with a reasonably broad shipbuilding policy on the part of the Federal Government great activity and prosperity in this industry may be looked for.

Mining in British Columbia has been set back by untoward labor conditions as elsewhere, but the natural resources are of the best, and with a natural subsidence of labor unrest, increased output may be looked for in the far Western Province.

Basing the future on the activities of the past year, therefore, there seems no reason to doubt a year of unusual business activity in 1920 throughout the Dominion as a whole.

WE SPECIALIZE IN

FOLDING BOXES
CONFECTIONERY BOXES MAILING TUBES
ROUND BOXES ICE CREAM & OYSTER PAIL ROUND DOMINION PAIL

Quality and Service

Dominion Paper Box Co., Ltd.

TORONTO, Ont.

(*Continued from page 13*)

designed for stores like yours and they are better sales makers than mail order catalogue pages.

If you haven't one of these cases let us send you with one of the special assortments. Use the post card please.

Yours very truly,

ROBT. H. INGERSOLL & BRO.

There is just one more thought I want to mention. Too many circulars and letters are written from the viewpoint "Will it look good, or will it be interesting." It is always fine to have your boss, or someone else tell you, that your circular is a dandy—but the thing which counts is "Does it pull." After all is said and done it is results that count:

Decorate your proposition with the dollar sign and it is sure to bring results. If you are selling through dealers, show Mr. Dealer why and how he can make a profit by handling your line. If you are selling direct to the user of your product, always remember that to sell your prospect you must show him why he needs your product more than he needs his money. Don't forget that hundreds of others are also after that same prospect's money.

The Hamilton *Spectator* is erecting a new office building at an estimated cost of $100,000.

Are You On?

Marketing and Business Management

will come to you every month only when you get your address on our subscription list. Say the word—and send the two-spot.

EDITOR WANTED

for Weekly Rural-Farm-Fishing Newspaper in Eastern Provinces. Only those having experience need apply, with full particulars in confidence.

Box "N" MARKETING.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete audited report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 27,168
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West

Edmonton, Alta., JOURNAL (E) 19,354
The one outstanding daily in Central and Northern Alberta.

Brantford, Ont., EXPOSITOR (E) 9,837
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 6,280
Only A. B. C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 42,092
Produces best results for most local, national, classified dvertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 30,716
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Ottawa, Ont., LE DROIT (E) 9,174
Covers thoroughly Ottawa and Hull's French population, 35,000 and 20,000.

St. Thomas, Ont., TIMES-JOURNAL (E) 9,328
Only daily in St. Thomas or Elgin County, and the home paper of 40,000 people.

Stratford, Ont., HERALD (E) 3,271
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,491
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 5,473
Largest circulation in its trading territory. Oldest, largest and best medium.

MAGAZINES

CANADIAN COURIER (Bi-W) Toronto 47,385
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 38,418
April net paid 39,299. A select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 107,370
The dominant selling medium in all cities towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 30,023
A farm paper for the producing farmers and the most complete market service in Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,817
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,657
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING. STEREOTYPING. NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING. ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

USE TWO-FOLD LETTER HEADS

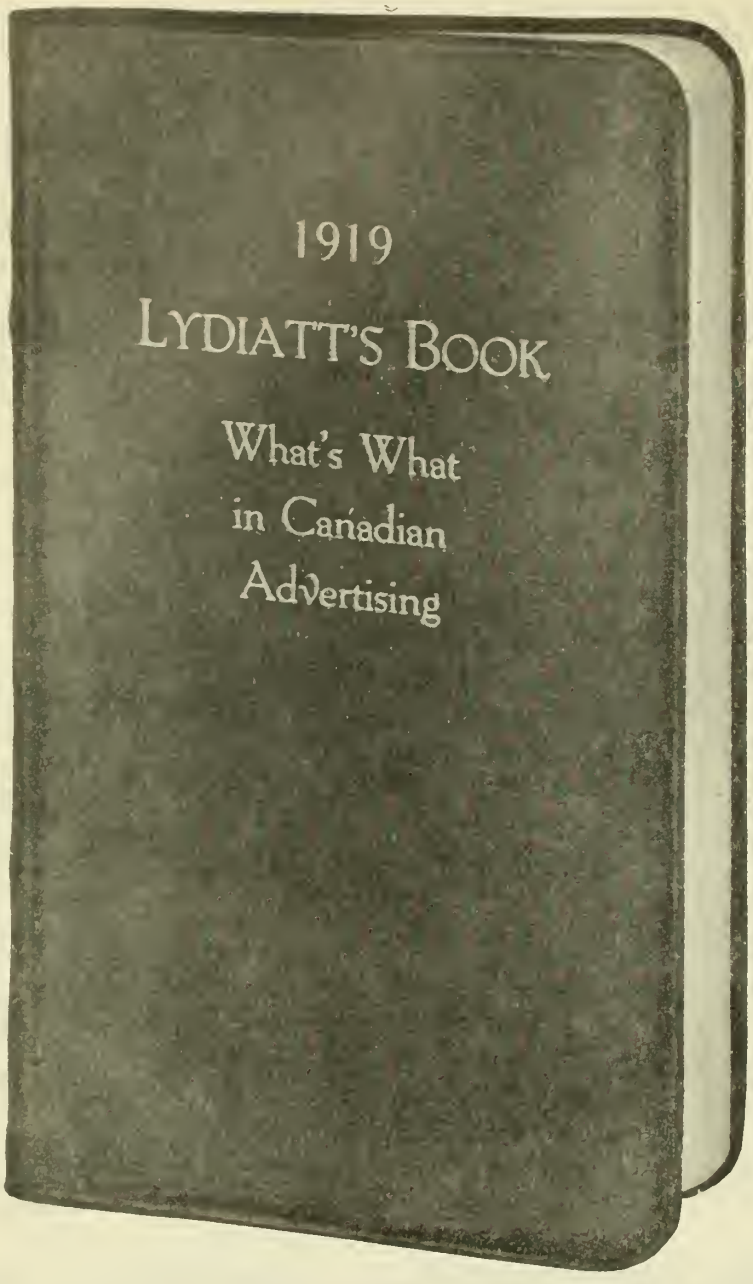
in all your business correspondence. By so doing you preserve the impression---creating value of your business letter head intact. A business letter as ordinarily folded reaches the recipient in a mussy and unattractive condition. Our two-fold letter heads are business stimulators. When ordering stationery from your printer, specify Two-Fold letter heads and envelopes.

Are you receiving our little folder. "Quality and Service"? There is a copy for your printer who will find its contents interesting. Send his name NOW to

TORONTO ENVELOPE CO. Limited

119 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY



"An Invaluable Book of Reference"

"It is a matter for regret that its example cannot be emulated over here. No agent can have as his keynote 'Disinterested in any newspaper' and also run a directory." Clarke, Son & Platt Ltd., London, England.

Not an agency directory or mere newspaper catalogue. Always independent of any agency or publisher, it is the first book of its kind published in any country to win an established success strictly on its merits. So complete and accurate that many advertisers and agencies have come to rely on it entirely for essential facts about the Canadian market or its advertising mediums.

So many changes of importance have occurred during the past year that you will need LYDIATT'S BOOK during 1920 more than ever. Get the benefit and convenience of twelve month's use by ordering the new 1920 edition now. Ready about February 1st.

$3 a Copy, Postpaid

W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto

Ten Commandments of Trade

Solution of many of Canada's present problems would be easy, in the opinion of Sir John Willison of the Canadian Reconstruction Association, if Canadians generally would observe as a national duty the following "ten commandments" of Canadian trade:—

1. Do not buy, sell, or use imported goods, unless they are urgently needed, and only then in case satisfactory commodities of Canadian production are not available.

2. Even if similar goods of Canadian manufacture are not obtainable, use other Canadian products if at all possible. All imports tend to increase prices in this country, by depressing Canadian exchange in the United States.

3. Produce Canadian goods to the limit. Increased production at home is essential to the success of any effort to reduce imports and promote export trade.

4. Produce as cheaply as practicable without sacrificing quality. Co-operation, conservation and standardization will help. This means that all classes in Canada must do their part.

5. Export Canadian goods to the greatest possible extent. All exports of Canadian produce operate to lower prices in this country by reducing the discount on Canadian currency and lessening the cost of fuel and other supplies which must be imported. Canadian manufacturers ought to recognize that they have a patriotic duty to win markets for their products abroad. Export markets must be studied carefully and developed gradually, generously, consistently and wisely. Such foreign business helps to reduce unit cost of manufacture, thus benefitting the domestic consumer.

In addition, it is protection to capital against temporary slackness of demand at home and to labor against unemployment.

6. Develop Canadian industries. Their activities improve exchange by giving additional value to Canadian raw materials before they are exported and also by manufacturing imported raw materials, instead of making it necessary for this country to find means of paying for the finished products.

7. Utilize Canadian services. These represent a considerable part of the ultimate selling prices of commodities. Shipments should be made over Canadian carriers, and, in case of oversea exports, through Canadian ports in Canadian ships. Travellers abroad should patronize Canadian railways, Canadian steamships and Canadian banks. Place your insurance in Canadian companies. Employ Canadian architects and other Canadian experts. Keep Canadian money in this country.

8. Exploit Canada's natural resources. Their rapid development, coupled with manufacture of raw materials at home, will provide means of payment for necessary imports.

9. Conscript science. Industrial research may devise at least partial escape from our dependence upon imported fuel, iron and other supplies, by utilization of Canadian resources.

10. Be fair to capital. Canadian money should be encouraged to invest at home and foreign capital attracted to promote Canadian industrial expansion.

LORD LEVERHULME

Chairman of Lever Bros., Ltd., makers of Sunlight, Lifebuoy Soap, Lux and other products, and associated with many other large companies in England, recently paid a visit to Canada, touring from Coast to Coast.

Printers' Ink of December 4th contained an article by Lord Leverhulme, "The Soap King," reprinted from "Hello," from which the following extract is taken:

This card in its full 11 x 21 inch size, represents the product with a convincing realism not quite attainable in any other medium.

"The best reserve fund of any business is to be found in the good will of that business.

"The best investment for surplus profits is to expend them on judicious advertising, wisely and carefully planned, and executed with originality and forcefulness.

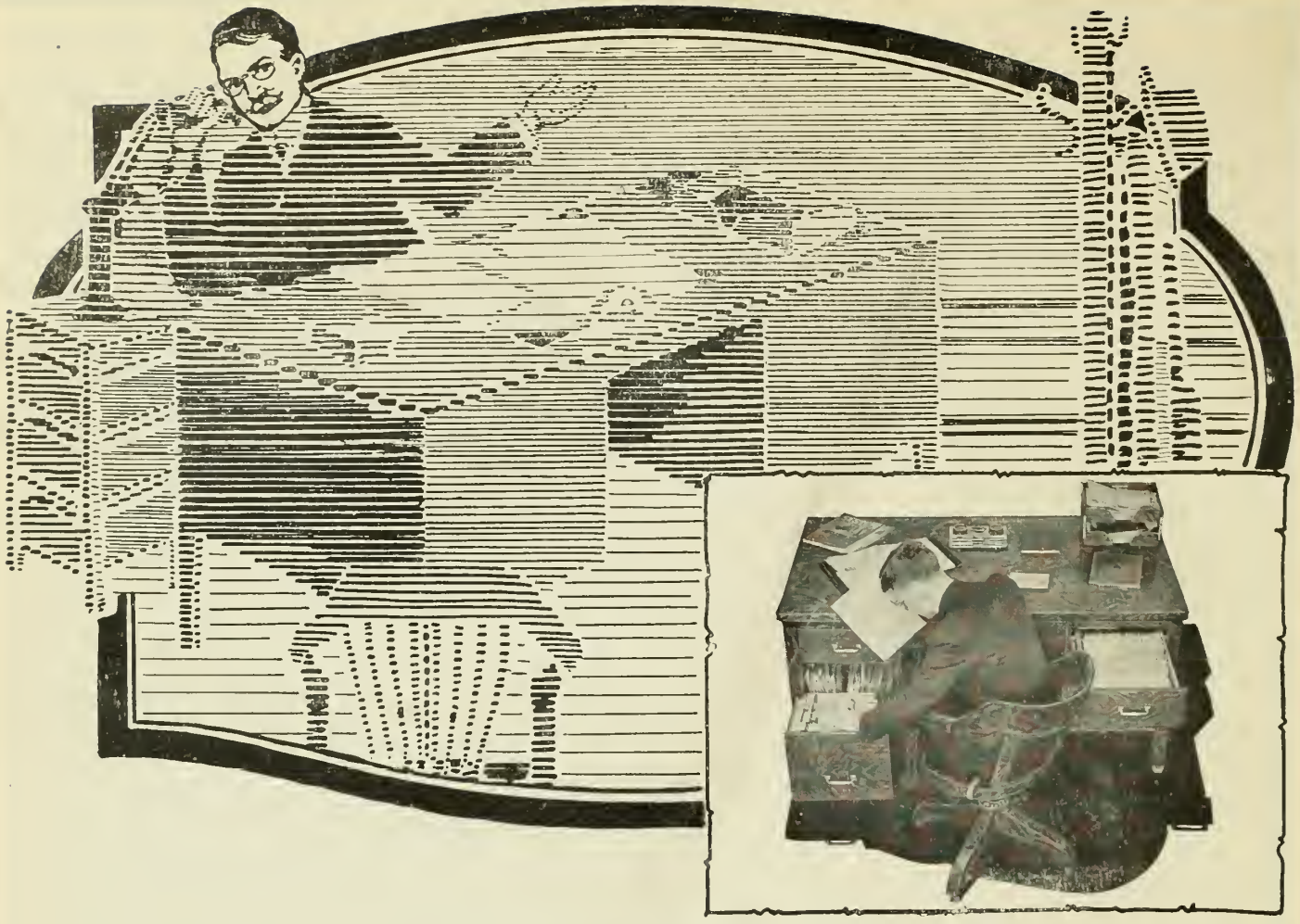
"These same surplus profits, invested wisely in advertising, then becomes a real "gilt edge" security, and a solid reserve of strength to meet days of difficulty, and to overcome quietly but irresistibly and surely, the most frenzied of competition, and the business thus provided with reserve strength stands four-square to meet and overcome every attack".

Sunlight, Lifebuoy Soap and Lux have been advertised in the street cars of practically every City in Canada for years, and a renewal contract was made recently for several years more.

Street car advertising is judicious advertising. It builds up good will for the meritorious product quietly but irresistibly and surely.

The Canadian Street Car Advertising Co., Ltd.

Winnipeg Office	Executive Office	Toronto Office
Union Bank Bldg.	Bank of Ottawa Bldg., Montreal	Temple Bldg.



"It's Helping me to Greater Efficiency"

"I used to leave all my important papers—the records I use a dozen times in a day—to my assistant. She looked after them all—saw that they were filed away. *I was dependent on her, absolutely.* If she slipped up a bit and let an important paper get by, I was nonplussed when I needed it. Or if she were away, all the wanting in the world wouldn't do me any good. No use in fuming, either—I just had to wait."

"With the coming of my Efficiency Desk this was all changed."

"The papers I want to refer to quickly—those personal ones I'm liable to need at any moment in the day, are now kept right in my desk—filed just to suit my needs, where I can get the one I want in a second. My records, too are all kept in a drawer right at my fingers' ends."

"This "Office Specialty" Efficiency Desk gives me speed—eliminates costly delays while someone's hunting up a paper—keeps me in a better frame of mind. That's why I say: It's helping me to *greater efficiency.*"

Other business men—*probably you*—are up against this same problem of getting the paper they want when they want it. If you want to know an easy, sure way out—and a way that doesn't mean loading a bit of detail on your shoulders—write to-day to our nearest branch, or Home Office direct, for a Folder describing the "Office Specialty" Efficiency Desk.

THE OFFICE SPECIALTY MFG. CO., LIMITED

Home Office NEWMARKET Canada

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Vancouver

OFFICE SPECIALTY

FILING SYSTEMS

Marketing
and Business Management

Edited by
W. A. Lydiatt

The Tax on Non-Advertisers

It is not difficult to see that it is true economy to invest wisely and WELL in advertising these days.

There is a return for the money spent that does not accrue to non-advertisers.

Of course, the return is dependent on how wisely your advertising is directed.

We will welcome an inquiry from you

A. McKIM, LIMITED

Advertising Agency,

MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED BY W. A. LYDIATT AT TORONTO, CANADA

25 Cents a Copy

FEBRUARY 1920

$2.00 a year

To keep the "Buy 'Made in Canada' Goods" suggestion **constantly** before the public, particularly in shopping neighborhoods, during a heavy shopping season, was the purpose of this poster, issued for the Canadian Reconstruction Association. Posters met this organization's requirements better than any other medium, as they do for many big advertisers. Size, color and continuity are of great importance in making impressions — and these are only secured with POSTERS.

ABOUT all that most advertising can do is to make an impression.

That's exactly what POSTERS do more effectively than any other medium.

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Poster Advertising Association

W. W. SCANE, Secretary, CHATHAM, ONT. OF CANADA

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As a Rule

the easier it is to get a free "reading notice" INTO a paper, the harder it is to get results OUT of it.

Any press agent will tell you how hard it is to get free "puffs" from

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

but, by the same token, its columns pull good results for advertisers.

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An Exceptional Opportunity to *Pr*
Goods to the Principal Indu

THE UNITED FARMERS' GUIDE

A New Farm Paper Started in a New Way

Covers Nova Scotia, New Brunswick and Prince Edward Island

10,000 CIRCULATION GUARANTEED

FIRST ISSUE APRIL 7, 1920
Published Thereafter Every Wednesday

"BUILT"---Not Just Turned Out

MANY publications making their initial "bow" to the public do so at the grave risk of success or failure. The chief reasons for this uncertainty are the **Establishment of an Audience—Free subscriptions to create it—Feeling out what the reader wants,** or in other words **Neglecting to ascertain the various classes of information which would be of general interest and benefit to the readers—Holding circulation once created.**

The United Farmers' Guide is not started as a private enterprise, but as the property of the organized farmers. It is called into being at their request—backed by their capital—supported by their influence. It is these selfsame farmers who are pledged to the establishment of the new farm paper which is to be their official organ. It is these farmers who have pledged the 10,000 subscriptions guaranteed for the first issue of April 7, 1920, and who have undertaken to collect the full subscription price, $1.50 per year, or $3.00 for three years, from each subscriber, and to turn the full amount (no commission deducted) to the publication.

The United Farmers' Guide holds exceptional promise of results to the advertiser, firstly, because of the extraordinary enthusiasm of the prospective readers, secondly, because no such preparatory work has preceded the beginning of any farm paper in Canada, thirdly, because of the agricultural wealth of the territory and purchasing power of the populace.

fitably Advertise and Sell Your y in the Maritime Provinces

YOUR AUDIENCE

The Farmers of the Maritime Provinces constitute two-thirds of the population of over 900,000 and they have a capital investment of nearly a quarter of a billion dollars, of which approximately 45 per cent. is invested in Land, 35 per cent. in Buildings, 6 per cent. in Machinery, and 16 per cent. in Live Stock.

There are over 10,000 farms—more than 600,000 farm population—and 95 per cent. of these farms are held by their owners. The 1919 yield of all grains was over 31½ million bushels as against 24½ millions for 1918. Government figures for the value of the 1919 crops are not yet available. In 1919 these same farmers produced 56⅔ million potatoes and roots—worth 43¼ million dollars—3 million tons hay and forage crops—worth 63⅓ million dollars, to which must be added several millions more for live stock.

AN ORGANIZATION

Organization among these farmers dates back many years. To-day there are three large organizations—the Fruit Growers of Nova Scotia known as the United Fruit Companies of Nova Scotia, with a paid-up capital of $350,000.00—The United Farmers of New Brunswick—modelled after similar organizations in Ontario and Western Canada and the United Farmers' Co-Operative Company of New Brunswick, who in less than 9 months are operating 14 chain stores—doing a business of over $50,000.00 a month—at a profit. The farmers in these organizations are waiting with considerable avidity the first issue of their official organ—"The United Farmers' Guide."

The First Issue Advertisers Should Profit Most

An eager audience is keenly waiting to read the first and succeeding issues from cover to cover. Many will be more than just interested in the goods you have to sell. Instruct your advertising manager, or advertising agency to prepare copy and illustrations for the first issue April 7, 1920, to-day. The rate card and circulation statement follows:

Mail copy and cuts for first issue to Moncton, N.B.

Advertising Rate	Circulation Guaranteed Subject to A.B.C. Audit
8c. April 7 to Aug. 31, 1920	10,000 April, 7, 1920
10c. Sept, 1 to Dec. 31, 1920	12,500 Sept. 1, 1920
12c. Jan. 1 1921 and after	15,000 Jan. 1, 1921

Standard Farm Journal Size (180 Agate Lines Deep—4 col. each 2¼" wide) Screen for cuts—100

Address any office for free booklet and information.

CLOSING DATE---FIRST ISSUE---MARCH 30

"A booklet dealing with the population of the Maritime Provinces, analysis of Farm Holdings', 1919 Farm Crops and Livestock production—the estimated values—and a general survey of the market will be mailed free on application."

The United Farmers' Guide

Moncton, New Brunswick

Offices also at 53 Yonge St., Toronto, 290 Vaughan St., Winnipeg
1478 Broadway, New York City

Unknown Man Wins Hundred Dollars

Who is he? A check awaits him in the offices of the Continental publishing Co., Ltd., Publishers of *Everywoman's World*—Canada's greatest magazine—*La Canadienne*—The magazine of French-speaking Canada, *Everywoman's Needlecraft Companion*, &c.

SOMEWHERE there is a man that has earned a hundred dollars and yet he doesn't know it. Last August we announced an advertisement writing contest, and advertised it through the various trade papers and in a direct-by-mail circular to our entire mailing list of advertising agency men and Advertising Managers of various manufacturing firms here and in the United States.

The man who wrote the advertisement on the opposite page wins the *hundred*. Are you that man? We want to hand him our check as soon as he comes forward and sends us his name and address and a description of the form of his advertisement, so that we can be sure of his identity.

This advertisement is our choice of the hundreds received. This choice is the result of a long task of elimination of unsuitable copy. Unfortunately for them, many of the contestants did not take the trouble to stick to facts, and facts only. A little romancing may go in selling some products through advertising, but the advertising of a magazine of such superior merit as *Everywoman's World* must be true and ring true. This advertisement was finally chosen, because of its absolute faithfulness to this principle and its entire freedom from all exaggeration. A magazine that maintains year after year a circulation reaching one in every seven or eight of the best English-speaking homes everywhere in Canada, and in addition renders such a complete dealer co-operation service to keep the retailers in the leading towns and villages from coast to coast thoroughly advised and in sympathy with the efforts of the manufacturer to move his goods from the dealer's shelves—such a magazine does not need to exaggerate, overstate or misrepresent.

We have a plain story to tell to men who are anxious to sell good goods in Canada. We are able to offer for their use the greatest single *Selling Force* available in Canada. We have voluntary letters from both manufacturers and distributors of a score or more products *who have proved our service*. We have issued a number of these letters in folder form (copies were sent to contestants), as we believe in the most aggressive business methods, but *absolutely without overstatement*.

Take, for instance, on the question of circulation. In February, the print order for *Everywoman's World* was 112,000, and our salesmen might, (following the tactics of some other salesmen), have gone round bragging of a circulation of that amount. On the contrary, our salesmen are *instructed* to state only a guarantee of over a hundred thousand monthly, or pro rata refund—this in spite of the fact that our A.B.C. records for 1919 show a net paid average for the year of 105,670 monthly.

All our literature is governed by this principle.

This contest proved one thing—that Canada's greatest magazine is known, and well known to advertising men both in Canada and the United States. As a direct result of this contest, however, we are planning more aggressive advertising as a means of *accurately* informing advertising men of the facts about our publications. We already have a big book of circulation facts and information in the printer's hands. This book is called "*More About Canada*," and we will gladly send you a copy on request

The publishers wish to thank all the contestants for the interest taken, and regret that prizes were not available for all. If you did not win one of the prizes it is not necessarily because your advertisement did not look as good as the ones chosen. Perhaps if all the contestants had lacked a tendency to romance, or if all had been more conversant with the facts of the case, or if all had read more carefully the package of literature we sent to prospective contestants on request—or if—pshaw, any one of a thousand ifs might have made a difference.

The second prize—$75.00—was won by:—
Mr. H. A. Wishart, 902 S. Kingshighway, Apartment C., St. Louis, Mo.

The third prize—$50.00—by:—
Mr. Reginald Cassels, 81 Marjorie Avenue, Toronto.

The fourth prize—$25.00—by:—
Mr. K. Weston, c/o Zam-Buk Co., 310 Dupont Street, Toronto.

But who has won the first? His advertisement is on the opposite page. Who is he?

We trust we will hear from him in time to announce his name in the next issue of MARKETING.

Yours sincerely,

R. W. Graham

Advertising Director,
Continental Publishing Co., Ltd

Reaching Canada's Domestic Buyers

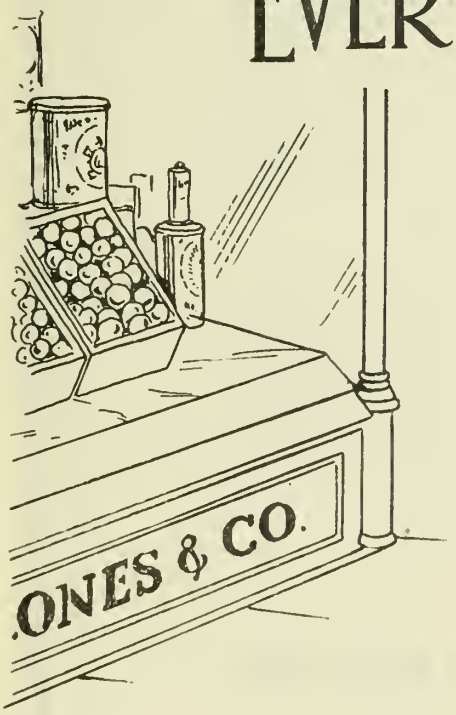
in the surest and most economical way

If you have goods to sell for household use, or for the personal use of any member of the household, your strategic point of appeal is to "the woman of the house."

SHE is either the buyer, or the mightiest influence in the buying of your goods.

And, your most economical and surest way of reaching her — no matter where she lives in Canada, is through

EVERYWOMAN'S WORLD



Canada's Greatest Magazine

The magazine that goes into over 100,000 English-speaking homes—one in every seven or eight throughout the whole Dominion, and exerts a powerful influence in molding the opinions and desires of the women of Canada.

The magazine that assists you to get Dealer Co-operation through its complimentary service in

Everywoman's Storekeeper

Your advertisement in EVERYWOMAN'S WORLD is reproduced in Everywoman's Storekeeper—free of charge—and goes to every reliable retailer in the buying centres—in the different lines.

Write for full particulars re this exclusive service.

Covers Canada—goes into every seventh or eighth English-speaking home

The Continental Publishing Co., Ltd.

TORONTO, : : ONTARIO

Come and See Us

WE have moved! Our new offices are on the third floor of The Huron and Erie Mortgage Corporation Building, 14-16 King Street East.

We thank our clients for the business that enabled us to outgrow our old offices. We hope that the business from all of our present clients will continue to increase and now that our new quarters give us room for further growth, we would like to add another client or two to our list.

We believe we are going to like our new quarters and that we are going to enjoy our work there very much. We hope that you will come to see us and that you will like our new offices, too.

All advertising men welcome! Just drop in on us when you can. Whether you are in the organization of a client, a prospective client or a publication in which we place advertising, whether you are an agency man, a printer or an engraver, or just interested in advertising in a general way, we shall be very glad to see you.

We have also changed our telephone numbers. Our new numbers are Main 4278 and 4279. Please make a memorandum of these and of our new address and remember we want you to call and that you will be very welcome when you do.

The H. K. McCANN COMPANY LIMITED

14-16 King Street East

TORONTO

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY-FIVE CENTS A COPY TWO DOLLARS A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIV, No. 2 TORONTO, CANADA FEBRUARY, 1920

CAN THE MIDDLEMAN BE ELIMINATED?

2. Dissecting the Consumer's Dollar

Continuing the discussion which he opened last month, Mr. Ingersoll goes into costs of doing business in large and small stores, to discover how much of the consumer's dollar is absorbed in expenses and profits of middlemen. Shows that the most any scheme of saving middlemen's profits could hope to do is save a part of 9 cents of each dollar

By William H. Ingersoll
Marketing Manager, Robt. H. Ingersoll & Bros.

IN a preceding article, it was pointed out that roughly two-thirds of the cost of the things that we buy is absorbed in the processes of distributing those things after they are made, and that only approximately one-third went into the original cost of physical production.

Granting that costs are too high and that particularly it costs too much to distribute our goods, we then proceeded to examine the aims and efforts of those who would accomplish a reduction through the elimination of the middleman.

We studied the operations of those great retail institutions, the department store and the chain store, which aim and claim to eliminate the wholesaler. We found that instead of eliminating him they substituted a new one. The department store requires the establishment of wholesale warerooms by the manufacturer as well as a continuation of the regular wholesaler, while the chain stores set up their own central wholesale establishment where goods are received from the factories and sub-divided and distributed among their stores, precisely in the manner followed by the customary wholesale house to its retail customers, involving all the labor of receiving goods in bulk, opening, sub-dividing, repacking, forwarding and accounting, with resulting disadvantage and expense rather than gain.

In each chain store we found a substitute proprietor in the person of a hired manager, requiring additional safeguards and expense against dishonesty, indifference and inefficiency.

Similarly, when the manufacturer essayed to establish his own retail stores and eliminate the retailer and wholesaler, we found that the retail stores still existed and that he had to have intermediate warerooms of his own to replace the wholesaler, involving all of the functions, operations and labor of the ordinary distributing system.

Again, when we examined the great cooperative societies of Great Britain, we found the same distributing elements, and we were forced to the conclusion that in the nature of the consumer's needs and his geographical distribution over wide areas, the machinery of distribution requires three indispensable elements—namely: the producer, the wholesaler, and the retailer, and that no effort to eliminate any of these units had succeeded in reducing the amount of labor to be performed, or in doing more than to change the name of the functionary performing it.

The mail order system was found to be a retail institution combined with wholesale warerooms, and in some instances factories, and to save no labor, but rather to violate an elementary principle of transportation in that it involves the carrying of retail packages over long distances instead of carrying goods in bulk to the community where they are to be consumed and there opening the factory cases and sub-dividing and delivering through a retail establishment to the consumer individuals.

It was left to us to inquire, therefore, in view of the fact that elimination of the middlemen could not be achieved, whether any of these methods of distribution succeeded in performing the inevitable labors at a lower expense or in relieving the consumer of paying exorbitant or unearned profits, and whether in the event that these hopes failed there was any other direction in which we might look for relief from the high costs which are admitted to be greater than they should be.

In our preceding article it was set forth that three and only three possible ways of saving on distributing costs lay before us—viz., (a) eliminating useless *labor;* (b) eliminating unreasonable or unearned *profit;* (c) increasing the efficiency of our distributors.

There is no opportunity for saving in the motions, processes or labor of the producer-wholesaler-retailer system without substituting more expensive methods. If further demonstration of this were needed, it might be found in the relative prices of articles sold and delivered by the manufacturers, through direct factory agents as in the case of typewriters, adding machines, cash registers, sewing machines, and a host of other things sold by the manufacturers' organizations without the intervention of the wholesaler or retailer in the ordinary form and the prices of which to the consumer are approximately five times the cost of production instead of the customary three. One other observation is in order here, *i.e.*, that when we discuss the question of eliminating middlemen we have in mind that the numerous speculators and non-productive meddlers in some

lines of trade have not entered into our consideration and are not to be recognized as performing the legitimate, necessary functions of the wholesaler and retailer, though in some trades it is sometimes permissible to subdivide the functions of these latter and add a link.

It is commonly supposed that large businesses operate more economically than small ones, and there is a popular impression therefore that the large department stores, the chain stores, the mail order houses and the great cooperative enterprises of Europe make savings which they can pass on to consumers, or that they work on a smaller margin of profit and give better values.

As to operating costs, in point of fact it is found that the large stores are under greater proportionate expense than small ones, as will be shown in a moment.

The assumption to the contrary is a natural one until a fundamental distinction in the character of the functions of distribution as contrasted with those of manufacturing, is recognized.

It is true that within certain limits, production can be more economically conducted on a large scale than on a small one.

Must Deal With Human Nature

But manufacture is a matter of materials, machinery, labor organization and management concentrated in one unit under a single control. It is done in one place. When we come to distribute the manufactured product, we deal not with metals, machinery and organization, but with the variable quantity, human nature. We must inform, educate and persuade thousands or millions of people of different temperament, experience, purchasing power, viewpoint, and needs, scattered across a continent to adopt our new invention, to discard their old habits, to drop their prejudices, to accept our product instead of some other. We must deliver the individual's retail requirements, not the factory's wholesale output.

This can best be done by widely separated efforts distributed over each small area as the population is grouped. Thus it tends to keep stores small and situated close to the consumers. The retailer, the neighborhood store, knowing intimately the local needs and peculiarities, selects suitable goods with greater precision, has access to the people of the vicinity more often and can get into closer touch with the consumer and show the new products, explain them and make sales with less expenditure for advertising, delivery systems, etc., than the large store further away. His show window is a constant medium of communication. He buys closer according to the local preferences, carries smaller stocks and suffers smaller losses through left-over and mark-down merchandise. Hence, the undiscriminating supposition that because large industrial units are economical, the same will be true of merchandising establishments, is unwarranted and is disproved by an examination of their ratio of operating expenses.

This explains the tenacity with which smaller stores hold out and do the bulk of the country's business, both in the great cities and smaller towns. They are capable of rendering service both from the standpoint of convenience and values. Many other factors enter into the situation, such as the expertness of the specialist who devotes himself closely to one line of business and one community instead of striving to master many with the help of employees, as does the department store; and it has not the "overhead" expense of a co-ordinating organization to keep track of many departments, protect against shoplifting, dishonest clerks, managers, buyers, etc.

It is not to be inferred that the department store does not serve a useful purpose in its own sphere. We are considering only its ability to reduce living costs as indicated by its operating expenses compared with those of the smaller store. Since it does not save *work*, we are striving to find out if it can save in the *performance* of the work.

Getting Down to Figures

Let us now refer to figures.

While it had long been common knowledge among business men that the cost of doing business of the large stores was heavier than that of the small ones, as evidenced by their buyers who argued among other reasons that they must have lower prices on their purchases because their expenses demanded it, there are available the results of several extensive researches into the subject.

On account of the abnormal conditions obtaining since the beginning of the European war in 1914, we will confine our attention to figures gathered before that time.

In his book, "Keeping Up With Rising Costs," Walter Sammons, of *System Magazine*, publishes extensive findings covering the years 1890 to 1913. Typical of general conditions are those pertaining to three stores of different sizes.

One is a large department store doing a business of $17,000,000 a year. Another is an ordinary dry goods store with sales of $150,000 and the third a small store selling only $25,000 a year.

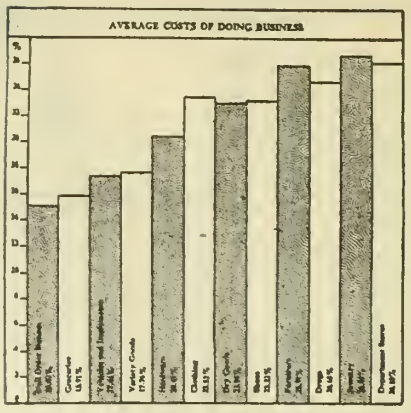


Figure 1

Showing that a large department store's cost of doing business is about 10% more than that of two stores doing a much smaller business

The chart, Figure 1, is reproduced from page 13 of Mr. Sammons' book and shows that throughout the period, the operations of the department store cost about 10% more of the money it took in than did those of the two smaller stores based upon theirs.

That these are not exceptional circumstances is shown by Figure 2, reproduced from page 33 of the same book. The figures represented by this diagram are a composite result obtained by a study of nearly a thousand stores in all sections. It shows that the percentage of the operating expenses in proportion to the business done is higher in the large department store than in any other retail store, save only the jewelry store dealing in luxuries, which is about the same as the department store. The jewelry department in the latter, however, would be found to be about 10% higher still.

Chain stores are not considered in this diagram, but it is generally recognized in business circles that their expenses are higher than those of the department store.

Mail Order Costs, an Error

The mail order expenses which are shown in the diagram to be the lowest of all, are admittedly in error, the explanation, I understand, being that they were based upon insufficient data. Dr. Paul H. Nystrom of the University of Wisconsin, in an investigation carried on about the same time, found the mail order expenses to be about 22%, to which must be added the cost of transportation of the goods to the consumer to make them comparable to the figures of the retail store which delivers the goods locally. This

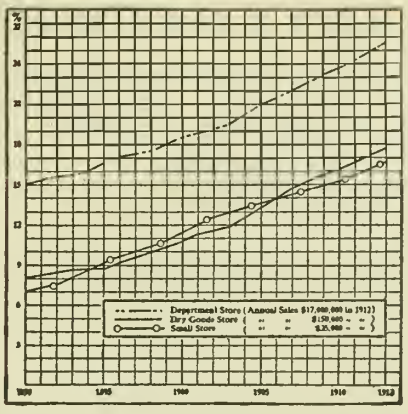


FIGURE 2

Average operating costs of nearly 1,000 stores—1890 to 1913—show higher expenses of department stores

would make the expense of the mail order business 10% or more higher than shown in the diagram, or about 25%. Dr. Nystrom's research in other particulars generally confirmed that of Mr Sammons, and his book "The Economies of Retailing" throws other lights on the subject.

Another country-wide investigation is that of Mr. C. C. Parlin of the Curtis Publishing Company, and his findings are partly published in his book "Advertising as a Business Force." They substantially agree with those of Mr. Sammons.

To offset the higher cost of doing business of the large retail institutions, it must be borne in mind that they buy at lower prices than the smaller stores by about 15% based on their cost prices. This about balances their higher operating expenses, which are figured on their selling prices and permits them to compete in values. Whether they rightfully earn the price advantage they enjoy is beside the question before us.

To those to whom the proof of the pudding is in the eating and who have experienced undeniable bargains from the big stores, it should be explained that frequently they pick up large lots of goods at genuine savings. This is part of their service to manufacturers, wholesalers and the public. Also they have more "left overs" to be sacrificed. Again, some of them occasionally sell well-known articles at an actual loss in order to draw trade, but in the long run they must make money and they must recoup themselves for their sacrifices and cover their losses on the ordinary run of their merchandise, which on account of their high expenses must be sold proportionately high.

In a long series of purchases extending over a period of years and made from big stores and little stores in the same vicinity at the same time, for the purpose of examining comparative values on identical or nearly identical goods, no conclusive advantage was found on either side. Sometimes and on some classes of goods the larger stores appeared the cheaper. On others the small stores had the advantage. Generally speaking, country stores were cheaper than big city stores. The same holds true for the chain store and mail order tests. In range of variety the large stores excel and likewise in style merchandise they have the later fashions. But in the same goods for equal quality in other respects they are higher priced. The small store excels in convenience of location, in personal service, in promptness of delivery and extension of sound credit.

BIGNESS DOES NOT MEAN ECONOMY

From all of the foregoing, we may conclude that bigness does not mean economy and that neither in the attempt to eliminate labor or perform the labor at lower operating expense do the large distributing institutions achieve results.

As to co-operative stores, there are no large successes in the United States and my data regarding those in Europe so far as their expenses are concerned, is at present too meagre and inconclusive to mean much. Having visited them, however, and having made comparative purchases from them and from neighboring independent stores without apparent differences in values, and knowing that they save no labor and do not appear to be more capably managed and that they suffer several material disadvantages in comparison with the independent stores, I am forced to conclude that they accomplish no more in economy of operating expense than do the other efforts at "eliminating the middleman."

This brings us to a consideration of whether there is a prospect of saving unearned or exorbitant profits, since the saving of labor and expense has disappeared. To judge of this we must have before us some approximation of the profits absorbed in the existing system of distribution from maker to wholesaler, wholesaler to retailer and retailer to consumer.

While expenses and profits vary in the different lines of trade and different sections of the country and in different stores in the same kind of business and in the same store from season to season, it is possible to approximate the general percentages over yearly periods and make a composite covering principal lines of business.

ALL SORTS OF COSTS TRACED

Figure 3 represents diagrammatically the results of an inquiry made in the early part of 1916. The products of 40 typical factories producing foods, drugs, hardware supplies, fuel, house furnishings, clothing, jewelry, shoes, dry goods, notions, automobile supplies and several other lines, were traced from maker to user through large and small stores widely scattered. The observations were reduced to composite averages and are exhibited in the chart before us. The effects of the European war in the form of increased operating costs are shown in the figures, yet there is not a wide discrepancy between the retailers' expense of doing business at this time and at the time of Mr. Sammons' investigation. The consumer's dollar thus dissected reveals unreasonably heavy *expenses* in distribution, but the *profits* of the middlemen are not an unreasonably heavy burden upon the consumer.

The retailing profit of 6 cents remaining after the operating expense of 28 cents is deducted from the gross profit of 34 cents out of

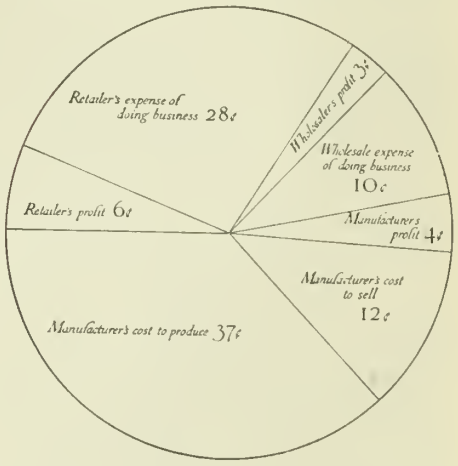

Retailer's expense of doing business 28¢
Wholesaler's profit 3¢
Wholesale expense of doing business 10¢
Retailer's profit 6¢
Manufacturer's profit 4¢
Manufacturer's cost to sell 12¢
Manufacturer's cost to produce 37¢

FIGURE 3

Results of an inquiry in 1916, tracing products of 40 typical factories, from maker to user, showing average expenses and profits at each step

each dollar taken in, would pay a return of $1,800 a year on the ordinary store's volume of $30,000 sales. This is slightly less than $35 per week and considering a usual investment of from $5,000 to $10,000 in the business and the risks taken, it is a modest reward for the services to the community and with interest on investment subtracted amounts really to less than $30 per week, which is less than the skilled laborer frequently receives for shorter hours, less anxiety and without risking his own money in the enterprise.

For purposes of simplification in the diagram, fractions of cents were discarded and the nearest whole number taken. Thus the wholesaler's profit shown as 3 cents really figured to be only a trifle over 2½ cents. But taking it at 3 cents and adding the retailers' 6 cents, we have the

(*Continued on page 96*)

HOW MACDONALD'S (Reg'd) BECAME ADVERTISERS

Few things have happened in the field of advertising, in recent years, that have aroused more interest and comment than the appearance of the Macdonald advertising in the columns of the daily and weekly papers. Advertising men seem to feel towards this new advertiser much as the old revivalists must have felt when a life-long unbeliever came up to the front of the meeting to join the ranks of the penitent. They (the advertising men) feel that after a long period of incubation, the seeds of advertising have at last sprouted, grown and borne fruit, and that the increased demand that will result from the advertising will probably make it necessary to grow two blades of tobacco plant where only one grew before!

Present advertising said to be preliminary to campaign for new cut smoking tobacco. Based on an authorized interview with Walter M. Stewart for MARKETING by

W. J. HEALY

IN 1858, nine years before Confederation, William C. Macdonald began manufacturing tobacco in the United States. A few years later the business was moved to Canada, and in 1863 passed into the hands of William C. Macdonald personally, although operated under the name of Macdonald Bros. & Co.

From an advertisement in a copy of the Montreal *Gazette* of December 25, 1865, it would appear that the firm made rapid headway. Chewing tobacco was the only kind made, and the brands "Prince of Wales" and "Crown" were advertised, with the caution to dealers to watch for the Macdonald trade mark—a tobacco leaf stencilled on all wooden boxes—a design which is still in use to-day.

In a copy of the Toronto *Globe* of March 23rd, 1877, it is stated that the tobacco works situated on Ontario Street East, Montreal, are not only the largest of their kind in the Dominion of Canada, but one of the largest privately owned plants in the world.

About this time plug smoking tobacco began to be manufactured, whereas previously chewing tobacco had been the only product. It should be kept in mind that at this time the population of Canada was not more than two and a half million people—chiefly located in the Maritime Provinces, Quebec and Ontario—the Northwest and British Columbia being practically unsettled.

With the exception of a small card in some of the daily newspapers, no advertising of any kind was done, and in reality the business became a manufacturing proposition only. The output of the works was sold without effort, and on very strict terms. The quality of the various brands created a natural demand. In the eighties and ninety's the business done was a very large percentage of Canada's total consumption of tobacco. From 1896 on, the many changes in the inland revenue regulations tended to check the growth of the business, and although Macdonald had the same opportunity as others of meeting the new conditions, he did not care to do so.

From a comparatively small beginning in 1858, the business of William C. Macdonald grew steadily, until in the early eighties the capital invested had passed the million mark. By close attention to business, his wealth accumulated until he was apparently satisfied, and he began to devote a good deal of attention to public benefactions. Between 1895 and 1917 his donations amounted to over $12,000,000—principally to edu-

MACDONALD'S
PRINCE of WALES
CHEWING TOBACCO
"The Tobacco with a heart"
I'M A MACDONALD
"The Tobacco with a heart"
MACDONALD'S
BRIER
SMOKING TOBACCO
MACDONALD'S
BRIER
SMOKING TOBACCO
"The Tobacco with a heart"
MACDONALD'S
PRINCE of WALES
CANADAS FAVORITE CHEW
SINCE 1858
"The Tobacco with a heart"
THE LATE KING EDWARD VII (THEN PRINCE OF WALES) VISITED CANADA IN 1860
PRINCE OF WALES VISITS CANADA IN 1919
MACDONALD'S PRINCE of WALES PLUG CHEWING TOBACCO THEN AS NOW — THE MOST POPULAR CHEW
MACDONALD'S PRINCE of WALES PLUG CHEWING
The Tobacco with a Heart
IN 1860 - THE LATE KING EDWARD VII THEN PRINCE OF WALES VISITED CANADA
PRINCE OF WALES VISITS CANADA IN 1919
THEN AS NOW CANADAS POPULAR CHEW
The Tobacco with a Heart
MACDONALD'S PRINCE OF WALES PLUG CHEWING
The Fisherman's Favorite
MACDONALD'S
TWIST
"The Tobacco with a heart"
Since 1858
MACDONALD'S
"Canadas Standard"
"The Tobacco with a heart"

Current newspaper advertisements reduced from 3 and 2 col.

cational institutions. In recognition of his generosity to the Canadian public, he was knighted by Queen Victoria in 1897.

Sir William C. Macdonald was a bachelor—an extremely shy and modest man who disliked notoriety either for himself or for his business. His gifts were made without display or thought of publicity or popularity. He belonged to few clubs, took part in no social activities, and possibly had fewer intimate acquaintances than any other wealthy man in Canada. The personal characteristics of the founder furnish the explanation of the policy of the great business he built up. Although one of the largest manufacturing concerns in Canada to-day, it continued, up to the time of his death, to be a personally owned and conducted business.

In March, 1914, David Stewart, Sir William's confidential manager for forty-seven years, was stricken by paralysis and never regained his speech or health. In July of 1914, Sir William became ill and never returned to his office. Both died in 1917, within six months of each other.

We have now reached the point where the story begins to become of especial interest to advertising men. The new owners of the business—Messrs. T. Howard Stewart and Walter M. Stewart, were comparatively young men. They had been closely associated with Sir William in the business for many years, consequently no radical departure from the established policies and methods was to be expected.

The business passed to the new owners during the third year of the war, at a time when a great deal of tobacco was being sent overseas to the Canadian soldiers. Among the first of the various tobacco funds that were organized in Canada was that of the Montreal *Gazette*. Starting in the winter of 1915, the *Gazette* Tobacco Fund was continued until December, 1918, the total amount contributed in that time being $193,403. The largest regular contribution, which for many months was entered in the weekly reports under the anonymous title "A Friend," was donated by Sir William C. Macdonald and averaged over $300 weekly.

After the death of Sir William, the new owners of the business continued to take a keen interest in the *Gazette* Tobacco Fund, and the name of W. C. Macdonald, Reg'd, began to appear in the weekly list of contributors to the fund. This was the nearest approach to publicity that had been made for many years previous to the end of 1918, and it was this connection of the Macdonald business with the Tobacco Fund that was largely responsible for the interest which the new owners began to take in advertising.

General Advertising Begun

At the end of December, 1918, Mr. Walter M. Stewart published in the Montreal *Gazette* a list of the various registered brands of tobacco manufactured by the firm, not so much as an advertisement as a matter of record. He realized the fact that while the business was an exceedingly large and prosperous one for an individually owned and conducted concern, there was no reason why W. C. Macdonald, Reg'd, should not take a more active part in the commercial life of Canada, and make itself better known to the younger generation of Canadians who, in many cases, especially in the cities, were not familiar with the products of the company.

From a very small beginning at the end of 1918, the advertising of the Macdonald company grew steadily until space is now used in 80 daily and 50 weekly newspapers, besides all the important farm and trade papers throughout Canada. Magazines have lately been added to the list, and space is now being used in practically every street car in Canada.

When the account grew to a point where the services of an advertising agency were required, the

The Farmers' Stand-by
In seed time— as in harvest— in fair weather and in foul—
The Canadian Farmers' Favorite Tobacco
MACDONALD'S BRIER PLUG SMOKING
"The Tobacco with a heart"
LAY IN YOUR WINTER'S SUPPLY—
of Canada's Standard Tobacco
MACDONALD'S BRIER PLUG SMOKING TOBACCO
"The Tobacco with a heart"
A FAVORITE IN THE EARLY SEVENTIES
A FAVORITE TO-DAY
MACDONALD'S TOBACCO
PLUG SMOKING AND CHEWING
The Tobacco with a heart
MACDONALD'S BRIER SMOKING TOBACCO
Buy it by the 10lb caddy
The Tobacco with a Heart.
"The Tobacco with a heart"
WESTERN CANADA'S FAVORITE
SINCE 1858, MACDONALD'S PLUG—SMOKING & CHEWING— HAVE BEEN CANADA'S STANDARD TOBACCOS
MACDONALD'S TOBACCO PLUG SMOKING AND CHEWING

Some of the copy which has appeared in farm papers

Some of the street car cards now being used

business was placed through the Advertising Service Co., Limited, Montreal. At the present time the Macdonald advertising account, on the basis of average monthly expenditure, ranks well up among the first five general advertising accounts in Canada.

The copy has been largely of the general publicity variety, designed to act as a constant reminder of the Macdonald name and "the tobacco with a heart." In considering the general style of the advertising, it must be borne in mind that the business is a very old one, and its product has been used for the greater part of a life-time by some hundreds of thousands of Canadians. There is no attempt to do so-called "educational" advertising—to make tobacco chewers or smokers of those who are not so already. The object is to keep the Macdonald name and the various brands of tobacco prominently before the public, so that those who chew or smoke tobacco will be continually reminded of Macdonald's.

While the programme for 1920 has not been definitely announced, it is known that it will follow along the same general lines as during the past year, with a considerable increase in the space and the number of media used. The reproductions of some of the advertisements will give a general idea of the style of the copy being used.

The Macdonald company do not seem inclined to make any statement as to the general effect of the first year's advertising, but it may be said that what is being done now in the way of advertising their standard lines is really only a preliminary to the marketing of something entirely new—Macdonald's cut smoking. However this is another story, to be told at some later date.

* * *

Plan to Punish Free Press

Some manufacturers adopting policy of refusing to advertise in papers favorable to tariff reform. Bureau being maintained to separate the sheep from the goats.

PUBLISHERS who believe in tariff reform are going to have to either shut up or take their medicine.

Said medicine being a refusal by manufacturers who are strong for a strong tariff to include any "opposition" papers in their advertising schedule for 1920. The policy is already in practice, as a few free trade advocates have had occasion to learn. But it is not likely to be as generally effective as its promoters hope—if indeed it does not soon fizzle out entirely.

There are fortunately not many business men who are so short sighted as to believe that such a course would in any measure be beneficial to the cause of protection. There are some who see in it a grave danger to the tight-tariff forces.

But this does not discourage the enthusiasts who advocate this as a fine scheme to censor the press and "punish" those publishers who dare to express opinions unfavorable to the manufacturers' side of the argument.

A concerted effort is under way to persuade more Manufacturers, particularly those who are large advertisers, to support the "business interests" in their tariff fight by refusing to advertise in certain publications which are supporting the demand for a lower tariff.

Which publications? A "service bureau" has been organized to answer that question. Competent persons will carefully scrutinize the columns of the press, and interested manufacturers will receive bulletins fully advising them regarding the favorable or unfavorable attitude of all the principal papers.

This appears to be the plan. Of course understandings of this sort are promoted on the quiet. It is all very confidential. You are not let in on the secret unless you are responsive to the suggestions.

MARKETING has heard that G. M. Murray, formerly General Manager of the Canadian Manufacturers' Association is engaged in furthering this idea. It was even rumoured a few months ago that Mr. Murray was organizing an "advertising agency," with the backing of prominent C.M.A. members. It was said that such an organization would be in a position to place such a large volume of business, with publishers who were rightly disposed, that it could soon swing most of them into line. This agency rumor however, Mr. Murray characterizes as baseless.

Of his other activities, he does not care to say anything. He has an office in the C.P.R. Building. The nature of his business is not disclosed by the sign on the door—nor would he shed any light on it. Several young ladies were observed, busily engaged marking up newspapers, and the impression gathered was that this was being done on a rather extensive scale. With what purpose one is, of course, left to form his own conclusions.

The working out of the plan will be watched with a great deal of interest by both advertisers and publishers. There will be some indications of apparent success, no doubt. But it is questioned whether many publications which exert any influence on public opinion will submit to these attempts to muzzle them. Rather it is calculated to excite their more strenuous opposition.

MARKETING will be glad to hear from publishers who may find themselves on the black list.

* * *

William Woodhead who was President of the Association Advertising Clubs at the time of the Toronto convention, died very suddenly from heart failure while addressing a meeting in Chicago January 27th.

MORE SALES TO MERCHANTS BY MAIL

2. How to Develop Small Town Trade Profitably

There's lots of business to be picked up from thousands of cross-roads stores, if you go the right way about it. Not enough, in many cases, to be worth regular calls by salesmen, but—try the mails. Some pointers from one who is doing it.

Written for Marketing by William A. Hersey
Manager Mail Sales, Ingersoll Watches

FOR concerns who market their products through retail merchants one of the most profitable things that can be accomplished through sales promotion by mail is the development of trade in small towns.

While the bulk of the population in Canada (the same thing is true in the States) live in small towns and on farms, and while the total annual volume of business done by small town and cross-road dealers is amazingly large, yet, this market is surprisingly neglected. If every concern which sell its product through dealers (I refer mainly to manufacturers and sales agents for manufacturers) were to take a large map of Canada with every town on it and put tacks in the towns where they have dealers, many of them would be surprised to find how many tackless towns there would be on their maps.

Every advertising and sales manager knows, or should know, that the success of an advertising campaign is dependent to a large degree on the distribution of the product advertised. It must be easy for the customer to buy. Some people will go out of their way, or send away, for an article they see advertised. But they make up only a small percentage of the total. As an illustration, supposing you manufactured a nationally advertised line of rubber foot wear. We will say that some of your advertising reached certain small towns in New Brunswick. Now, if your product were not handled in the towns your advertising reached, then, regardless of how effective the advertising might be, the value of it would be nullified, in so far as those towns were concerned.

Of course, you may say that the advertising reaching those towns is building up for the future, or that the people reading your advertisements would get to large centers ever so often where your product is handled. But the point is this. If it is necessary for you to make it easy for the people in the large centers to buy, doesn't that same principle apply to small towns?

It is true that in recent years, since the advent of the automobile, farmers travel further away from home to do some of their purchasing. In other words, they get to the larger centers oftener than they did in the past. But, while this is true, those same farmers will also get to their local village stores oftener than they did before they had their cars. So, if your product is handled by his local village storekeeper, the farmer has so many more opportunities to buy it. Then, on the other hand, not all farmers have cars, nor can those who have them use them twelve months a year.

Small Town Stores Here to Stay

One hears a great deal to-day about the tremendous business the mail order houses are doing, and many writers seem to fear that the mail order house is going to replace the small town and cross-road store. But the more you go into the subject, the more convinced you will be that the small store and village storekeeper is here to stay, and that it is a market well worth cultivating.

However it is a difficult market to reach through salesmen only. In some lines the cost of having salesmen make the very small villages is out of proportion to the volume of business that they could get. In other lines, it pays to have the salesman make small towns occasionally—about once a year. But, a salesman cannot sell the dealer a year's supply. Or even if he could, it is not a good merchandising policy to load a dealer in that way, as it limits his opportunity for a fast turnover on your product. On the other hand, if the salesman does not sell a dealer enough to last him until he calls again, he may find that the dealer is stocked with a competitor's line when he does call. Or, if the line is one which is not a large part of the dealer's business, such as some specialty, the dealer may sell what he ordered from the salesman, and just forget to order a new supply when he is out of the goods.

It is important to visualize the types of small-town stores. This is one of many snaps I have taken for this purpose

But, while the small town market is a difficult one to cover with salesmen, it can be worked very effectively through the mails. Whether to work it entirely through the mails, or in conjunction with salesmen, depends upon the proposition. Several of the largest jobbers in the United States have built up a tremendous business through the mails. Butler Brothers is an example. Many manufacturers, such as ourselves, have their salesmen travel by automobile as long as the weather permits, covering the territory intensively. But even though our salesmen do cover the territory very intensively, and their territories are small, yet, we have opened and developed hundreds of new accounts through the mails in towns that they have not reached.

Generally speaking, the plan outlined on the chart illustrated, (Illustration No. 1) is a good one to use. Of course, there are many other things that can be done by sales promotion by mail besides the ones illustrated on the chart, but I have merely outlined the most general ones, which can be applied to practically every business. If you will start with this plan, you will go a long way toward perfecting your distribution in small towns.

Then taking up the actual work, as outlined on the chart, divisions

General Outline for Developing Sales in Small Towns Through the Mails

A—PRELIMINARY WORK

1. Open new accounts in towns where you have no customers.
2. Open new accounts in towns where you should have more dealers.
3. Developing present list of dealers in small towns.
   (a) Developing present list of customers by writing letters to dealers as follows:
      (1) Dealers who have not ordered for a stated period, say, six or twelve months.
      (2) Dealers whose orders have fallen down the last year or six months, that is, not doing as much business as they formerly did.
      (3) Dealers who have not ordered certain lines.

B—SUPPLEMENTING THE WORK OF SALESMEN

1. Keeping in touch with dealers between salesmen's calls.
2. By writing to dealers in advance of salesman's calls.
   (a) To have dealer expect and welcome salesman.
   (b) On special bargains or new lines salesman will have to offer.
   (c) To prepare the ground in hard cases.
   (d) In general, to make it easier for salesmen.
3. Following up salesman's calls by writing to dealers as follows:
   (a) Dealers out when salesman called.
   (b) Dealers who did not buy all lines they should have bought.
   (c) Letters of welcome to new dealers.
   (d) Letters to dealers who have a grievance.
   (e) Dealers missed by salesmen.
   (f) Dealers in towns salesman expected to make, but was unable to.

NOTE: These are but few of the many opportunities to write letters following up salesmen.

C—EDUCATING THE DEALERS

1. Showing the dealer how to sell and display your line through circulars, letters, etc.
2. Teaching the dealer better business methods.

"A-1" and "A-2" can be taken up together, as the work is very similar—the object being to open up new accounts in small towns.

Before you start on a campaign, you must necessarily know the towns where you have no customers, towns where your distribution is weak—and have a list of prospects to circularize. In any campaign, the list is one of the most essential things. Without a good foundation you cannot build a house, and without a good list, your campaign cannot be successful.

If your sales records are in geographical order, and that is the best way to keep them, you can have a list made from Dunn's or Bradstreet's rating books of all towns under a certain population, say anywhere from 2,500 to 5,000, depending upon how closely you have worked the territory. Have the towns listed similar to the way they are listed on the form shown. (Illustration No. 2).

After you decided upon the size of towns you want to list, have all towns listed with the names of all possible dealers in that town who could handle your line, together with their ratings. Of course, it will be necessary for you to instruct those making up the list as to the classes of stores you want to use, and their possible ratings.

I might also mention right here that it is not always possible to depend on the rating of a small town merchant. I have known of many instances where a man was rated for $500.00, and was worth a hundred times that much. Some country merchants hesitate to give information to a mercantile agency reporter. They feel that they are able to get credit from their jobbers and able to pay their bills, and therefore, it is nobody's business whether his property is in his name, or his wife's name, and how much money they owe, etc.

After you have a completed list, check it with your sales records, that is, have the names of your customers checked off and the amount of business each one has done by years for several years back. Of course, it is going to take some time and effort to compile a list like this, but it will be worth every effort put forth. The information you receive will, I daresay, surprise you and it is just such information as this that enables one to boost his sales.

However, should you wish to use a simpler method of making up a list of prospects, take a Dunn's or Bradstreet's rating book and have the names of all your customers checked off in towns under a certain

ONTARIO

NAME OF TOWN	POPULATION	NAME OF DEALERS	KIND OF BUSINESS	RATING	BUSINESS DONE BY CUSTOMERS	
					1918	1919
Galt	12,800	John Smith	Grocer	H	$860	$1,216
		James Brown	Fruit	K	210	165
		Wm. Jones	Grocer	L	none	none

ILLUSTRATION No. 2. Suggested form for analysis of territories in making up your mailing list

population that you wish to circularize, and then have cards made up for all dealers whose names are not checked.

THINGS TO REMEMBER WHEN PLANNING YOUR CAMPAIGN

When planning circulars or other advertising matter that is to be sent to country dealers, just bear in mind that they *are* country dealers and not big city dealers. I have seen circulars that were sent to little cross road dealers telling him to make a certain display and that it would make the crowds stop and look in his window. His windows—well quite often, they consist of a board about one foot wide on which he stores goods that he can't find room for in any other part of his store. And as to crowds—well, they say two is company, and three is a crowd so I suppose he does have crowds look in his window. This is just an illustration of mistakes that are made over and over again, simply because the men planning the material did not visualize the cross road dealer.

While city dealers and country store dealers are in business for the same thing: to make money—yet their problems are slightly different—and they live under different conditions. Take the average country merchant, he goes on in his own way, not worrying about how many times a year he turns his stock—whether his stock is arranged according to modern methods of interior arrangement—or whether he is conducting his store in a business-like way. If you speak of turnover to some of them, they will think that you are talking about some kind of a cake. And that is no joke.

Another thought worth bearing in mind is that country merchants, more than any other class of dealers, come from many diversified occupations. Some of them were bank clerks, store clerks, drivers, and men from most every occupation you could think of—men who lived in the city, but who wanted to get out into the country. Many others were farmer's sons, blacksmiths, etc., men who have been raised in the small towns and on farms, but who wanted to go into business for themselves. Then, I have met many small town dealers who just "happened." Their parents had opened stores before them, and they naturally inherited the place and many of these stores are still in about the same condition they were in when their parents opened them.

Naturally, springing from so many different lines of occupation, not all of these dealers are merchandisers in the modern sense of the word.

Now I do not want to create the impression that you must address country merchants as "rubes." While some of them are way behind the times—yet you will find others who are real business men. On the other hand even if a man is a rube—if you wish to use that term, he doesn't like to be told so.

Just one more "what not to do." Quite frequently I have seen circulars which created the impression that the writer's attitude was "Now Mr. Dealer, you can't afford not to handle our line." Don't get any such idea. Mr. Country Dealer is a little more independent in that respect than the average city dealer. Possibly it is not the best policy—but it is fact.

The customers of a country store will place more faith in what their dealer tells them about certain product than the customers of a city store do in what a clerk tells them. Remember, Mr. Country Dealer knows most of his customers by their first names. When they come in, he does not address them in an impersonal way. "What can I do for you." But it is "Good morning Henry. How's the Mrs. this morning," or "Hello John, how's that sick cow getting along." He knows their troubles and their good fortunes too. So isn't it natural when Mr. Brown, the dealer, tells Mr. Jones, his customer, that such and such a product is better than some other, that Jones the customer will buy what his dealer recommends.

What the country merchant wants to know is whether or not he can sell your products—your terms, etc., and how much he makes on it. Don't try to sell him your big factories or big production—the chances are he won't believe you. Sell him your line—show him that he is overlooking profit by not handling it—show him what other dealers are doing with it. But give him names—place—amounts of business they have done. When you tell about the experience of other dealers this will strengthen your argument.

If you supply display material of any kind—be sure he can use it. This of course you will have to study as it applies to your line.

When playing up for orders it is best to go after small ones. I have found that we can get a bigger volume of business by going after many small orders—than by trying for larger ones. As to the amount—that all depends on your line.

Be sure to enclose a return postcard or order blank and return envelope with your circulars. I have found post cards best. But it is not possible to use them with every proposition.

Then as to planning campaigns to customers and prospects in small towns, I have found it best to use separate campaigns. While the initial cost of producing separate campaigns may be more, yet the extra results will warrant the additional expense. And in the last analysis it is the cost of business that counts the most.

The reason for using separate campaigns is this: When going after prospects—you must sell them on the idea that they can sell your line—that it is a good line for them to handle—on your company, etc., while many

of these things are well-known to your customers.

The best general suggestion I could make to you if you want to learn how to cultivate the small town market through the mails is: Pack a sample case and go out on the road and sell for awhile. Not in towns of five and six thousands, but in towns where you have to hire rigs to get to them. The experience will amply repay you for the time.

Developing Present List of Customers

Many concerns will spend a great deal of time and effort to open new accounts and then forget all about them.

Opening a new account is like planting a seed in a garden. When you want to start a garden, that is a real garden, you must first of all prepare the ground. Then, you plant the seeds. But you cannot stop there if you want the best results. The garden must be watered, for you cannot always depend on Nature—the weeds must be picked—and possibly the plants sprayed.

Apply this logie to a list of customers. First, your advertising and trade circularizing prepares the ground. When you open an account, you are planting a seed in your garden of customers. What sort of plants those seeds will produce, depends largely on the way you watch the garden and cultivate the plants.

If you depend solely on your salesmens' efforts to keep these plants blooming, a good many of them will die. Taking another view, little misunderstandings often occur between customers and the house and the sales department does not always hear of them. Quite frequently, these misunderstandings, little as they may be, cause the customer to discontinue buying. On the other hand, many times when a dealer has not ordered for some time, it is just because he forgot all about it. This is especially true of country storekeepers, most of whom do not keep stock records. I know of many just such instances.

To develop your accounts, it is advisable to go over your customer lists at regular intervals and follow up the dealers who have not ordered for a certain length of time, and those whose orders have been below normal. At the same time you can also write to dealers who are not handling certain lines or models of yours which they should be handling. As to the type of letters to use for these various classes, it depends upon the proposition. I might show you letters that I have found successful. But what cures Jim, may not cure John. At times, in our letters, we merely try to find out "what's wrong." Other times, the letter will be of a sales nature, based on the idea that the dealer has forgotten to order.

The main reason I have brought out these points as shown in division "A-1" and "A-3" of this chart is:

If you use a form similar to the one illustrated (Illustration No. 2) to make up your lists, you can at the same time make up a list of customers who have not ordered for some time, killing two birds with one stone. Instead of using columns "1918" and "1919," you can use columns for "First Half" and "Last Half" of each year, or any way you want them.

❦ ❦ ❦

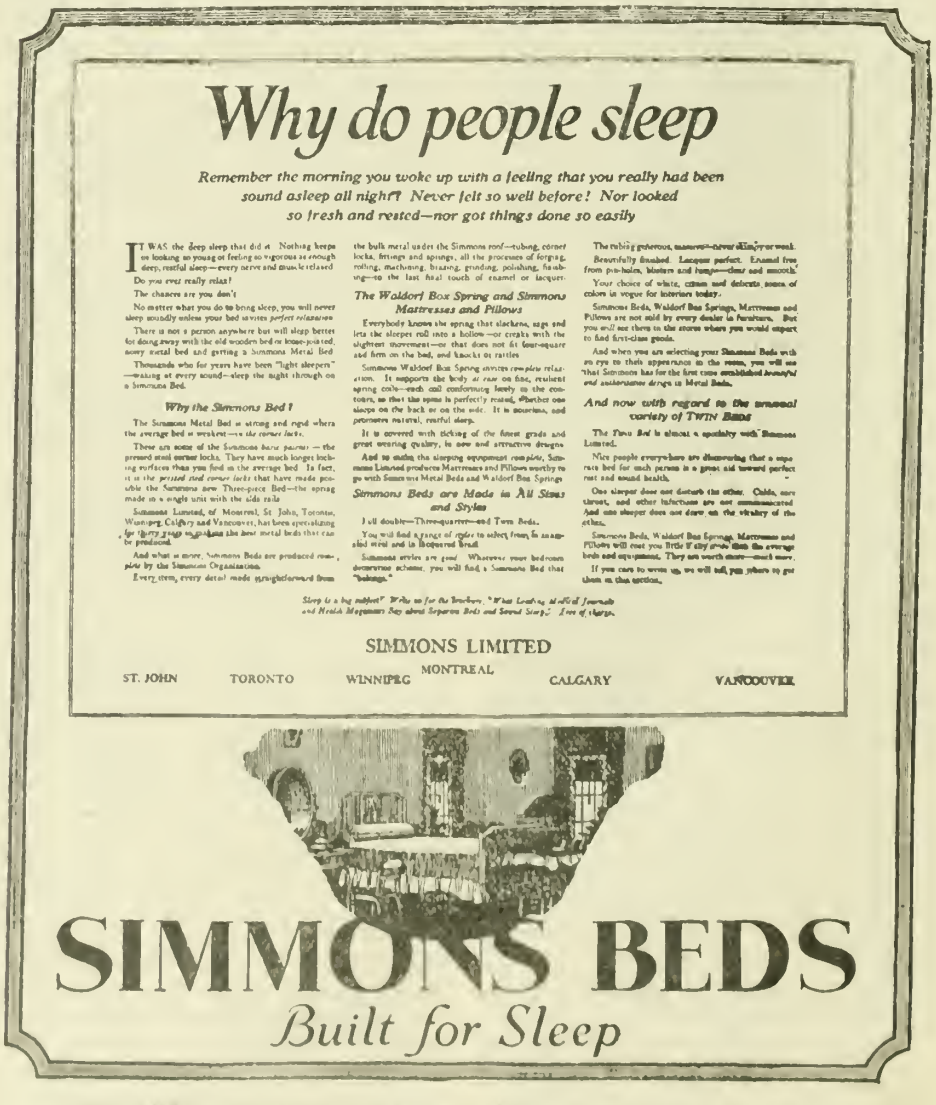
J. George Frederick, one time editor of *Advertising and Selling* Magazine, managing editor of *Printers' Ink*, now President of the Business Bourse has written a book entitled *Modern Sales Management*. This volume goes into detail regarding the qualifications of a successful sales manager, and in systematic form discusses the wide range of knowledge needed by the modern sales manager, going into the finer points of strategy, statistics and the making of a sales policy. Many valuable examples along these lines are cited, and it is apparent throughout the book that its author has had a wide experience in dealing with sales problems, and ample access to information regarding the sales management methods of many of the leading firms on this continent. A careful perusal of this volume will well repay any sales manager of business executive. A good many advertising managers could also read it with profit.

❦ ❦ ❦

The H. K. McCann Co., Limited, Advertising agents, are moving from their present quarters, 56 Church St., Toronto, to new offices at 14 King St. East. This move is necessitated by the growth of the business, and increased staff which can be more efficiently handled in the larger and more commodious offices at the new address.

❦ ❦ ❦

Contracts are being sent out for the advertising of Hobbs Manufacturing Co., Limited, London, Ont., by Federal Advertising Agency of that city. The plans embrace some fifty daily and weekly newspapers in Ontario. The firm in question is a newcomer to the ranks of Canadian advertisers.


Why do people sleep
Remember the morning you woke up with a feeling that you really had been sound asleep all night? Never felt so well before! Nor looked so fresh and rested—nor got things done so easily
IT WAS the deep sleep that did it. Nothing keeps us looking so young or feeling so vigorous as enough deep, restful sleep—every nerve and muscle relaxed
Do you ever really relax?
The chances are you don't
No matter what you do to bring sleep, you will never sleep soundly unless your bed invites perfect relaxation
There is not a person anywhere but will sleep better for doing away with the old wooden bed or loose-jointed, noisy metal bed and getting a Simmons Metal Bed
Thousands who for years have been "light sleepers"—waking at every sound—sleep the night through on a Simmons Bed.
Why the Simmons Bed?
The Simmons Metal Bed is strong and rigid where the average bed is weakest—at the corner locks.
These are some of the Simmons basic patents—the pressed steel corner locks. They have much longer locking surfaces than you find in the average bed. In fact, it is the pressed steel corner locks that have made possible the Simmons new Three-piece Bed—the spring made in a single unit with the side rails
Simmons Limited, of Montreal, St. John, Toronto, Winnipeg, Calgary and Vancouver, has been specializing for thirty years on these the best metal beds that can be produced.
And what is more, Simmons Beds are produced complete by the Simmons Organization.
Every stem, every detail made straightforward from the bulk metal under the Simmons roof—tubing, corner locks, fittings and springs, all the processes of forging, rolling, machining, brazing, grinding, polishing, finishing—to the last final touch of enamel or lacquer.
The Waldorf Box Spring and Simmons Mattresses and Pillows
Everybody knows the spring that slackens, sags and lets the sleeper roll into a hollow—or creaks with the slightest movement—one that does not fit four-square and firm on the bed, and knocks or rattles
Simmons Waldorf Box Spring invites complete relaxation. It supports the body at ease on fine, resilient spring coils—each coil conforming freely to the contours, so that the spine is perfectly rested, whether one sleeps on the back or on the side. It is luxurious, and promotes natural, restful sleep.
It is covered with ticking of the finest grade and great wearing quality, in new and attractive designs
And to make the sleeping equipment complete, Simmons Limited produces Mattresses and Pillows worthy to go with Simmons Metal Beds and Waldorf Box Springs
Simmons Beds are Made in All Sizes and Styles
Full double—Three-quarter—and Twin Beds.
You will find a range of styles to select from, in assembled steel and in lacquered brass.
Simmons invites any good. Whatever your bedroom decorative scheme, you will find a Simmons Bed that "belongs."
Sleep is a big subject. Write us for the brochure, "What Leading Medical Journals and Health Magazines Say about Separate Beds and Sound Sleep." Free of charge.
SIMMONS LIMITED
ST. JOHN TORONTO WINNIPEG MONTREAL CALGARY VANCOUVER
The rubbing generous, massive—never skimpy or weak.
Beautifully finished. Lacquer perfect. Enamel free from pin-holes, blisters and lumps—clear and smooth.
Your choice of white, cream and delicate tones of colors in vogue for interiors today.
Simmons Beds, Waldorf Box Springs, Mattresses and Pillows are not sold by every dealer in furniture. But you will see them in the stores where you would expect to find first-class goods.
And when you are selecting your Simmons Beds with an eye to their appearance in the room, you will see that Simmons has for the first time established beautiful and unobtrusive designs in Metal Beds.
And now with regard to the unusual variety of TWIN BEDS
The Twin Bed is almost a specialty with Simmons Limited.
Nice people everywhere are discovering that a separate bed for each person is a great and natural perfect rest and sound health.
One sleeper does not disturb the other. Colds, sore throat, and other infections are not communicated. And one sleeper does not share in the vitality of the other.
Simmons Beds, Waldorf Box Springs, Mattresses and Pillows will cost you little if any more than the average beds and equipment. They are worth more—much more.
If you care to write us, we will tell you where to get them in this section.
SIMMONS BEDS
Built for Sleep

From a full page newspaper advertisement which is said to be the beginning of an extensive campaign in Canadian newspapers by Simmons Limited, formerly Alaska Bedding Limited of Montreal and Winnipeg, and Ideal Bedding Co. of Toronto. The advertising is handled through a New York agency—another example of how "patronize Canadian industries" boosters fail to practice what they preach. The heads of the "Alaska" organization have been among the leaders in promoting "Made-in-Canada" propaganda. It is suggested that they consider Canadian brands—therefor the Made-in-Canada bunk—and the necessity for going across the line to get their advertising done.

EFFICIENT SALES MANAGEMENT

XIII—Developing Efficient Salesmen—Incentives and Rewards

Why some training methods fail—general rules of compensation—task and bonus system—profit-sharing plans. Another of the practical, informative articles in the series on sales management problems.

By E. St. Elmo Lewis

DIRECTORS are beginning to look with suspicion on factory managers with a high death rate—so they will come to understand that hiring and firing salesmen costs money. One concern paid an average of $396 apiece for 1,138 men in six years. Another pays $3,850 to develop a salesman.

Many sales managers are carefully planning "sales schools." In fact, the schools are merely conferences in which a sales trainer endeavors to formulate a line of information that shall be given in a certain, definite logical way, and in such quantities that the salesmen can in a certain, short time absorb the fundamentals which have been more or less accurately formulated from experiences.

The salesman is definitely, and I might say, restrictively, interested in *Selling*. He doesn't know business in its bigger and broader aspects—of what might be called economies. He doesn't understand values, nor "cost of production," nor cost of sales. "Overhead" in the majority of cases is a mysterious something which has interfered with him getting more money. Too frequently, even now, he is not sold on advertising as a sales help. To him "the cost of supervision" is always "too big," and "credits" is a device of a man who knows nothing about selling to prevent him making a better showing in the gross sales, and as for "efficiency" or "scientific" management on his side of the business, he rebels against it with all his strength as a new device by which his personal importance will be subjected to analysis and he fears for the acid test of cold figures.

The International Harvester Company has said—"Salesmen let themselves get the impression that the only thing in the world that counts is sales—and nothing else matters." That is the limitation of their education—and their employer must not "let them get the impression."

That company has carried on for some time special educational work through its house organizations, by bulletins, under the direction of trained men, sent to its sales force and the retail trade, etc., thus endeavoring to make better business men of its salesmen and distributors—and reorganizing its duty to the business.

The Failure of Training Schools

The reason so many sales training "schools" fall down and the sales returns to the company are not commensurate to the expenditure is because—

1. The teacher doesn't know how to teach, being selected because he is a successful salesman.

2. The teacher has nothing to teach because the material hasn't been properly formulated.

3. The teacher lacks in that manly character and human sympathy which produces confidence, respect and friendliness upon the part of the men with whom he comes in contact.

4. The teacher hasn't that power of persuasion and magnetic influence which calls men up and wakens in them a desire for higher accomplishments.

The younger generation of salesmen is looking into every job for this educational development. They are quick to respond to the handling when it is done with sympathy, understanding and authority.

When an organization like the Western Electric Company takes up the question of teaching it takes it up in a definite way, formulates it and "sells" this course and its training to the men whom it interests in its work. In the first place, it selects the material carefully, and knows the kind of men it wants, goes after that raw material at the source of supply, and then puts it into training according to a definite program. The company's source of general training lasts for forty-nine weeks.

The General Rules of Compensation

The very first principle of the application of scientific management sales is selection. The man feels so much surer of a job when he knows he has been carefully selected for it. Therefore the general principles, well known to scientific management, in relation to selling are :

1. Selecting men who will fit the job and find a pleasure and incentive in filling it the best way.

2. Guaranteeing a living wage based upon the standards of living to which the kind of men required have been used.

3. Insuring them better pay year by year.

4. Offering a pension at the end of a prescribed service.

5. Showing them what qualities of mind, heart and body they must have in order to realize promotion.

6. Establishing well-defined standards by which to measure sales efficiency.

7. Creating a reward by the amount and character of the work actually performed.

We have progressed, as a matter of fact, very little in applying the first, while tacitly agreeing to the second and ignoring the third, fourth and fifth, while expressing a mild interest as to the sixth and seventh principles.

This may seem strange when we found in so many cases where even a partial application brought such quick results.

Prof. Walter D. Scott has shown what can be done with science of selection yet in its beginnings, John M. Bruce (now Vice-President of the Remington Typewriter Company) showed what could be done by careful selection and thoughtful reward.

The rules formulated in governing granting of prizes, special compensation, etc., as shown in the December number of this publication will govern the question of giving rewards.

But, as a salesman committee said to me the other day—"To know that the company is applying such methods to our problem—theirs and ours—is a compensation in itself."

The Vexed Problem of How To Do It

The present methods of compensating salesmen may be briefly summarized as follows:—

1. Straight salary.

2. Salary and commission or bonus.

3. Commission.

4. Profit-sharing contracts (with or without liability to share in losses).

5. Task and bonus system.

It is not necessary to go into any lengthy discussion of these.

1. The straight salary method of compensating salesmen has the same drawback as the day-wage in production. It gives no incentive for the best work. It is falling into disuse.

2. The salary and commission or bonus is a step in advance. The bonus if properly applied gives an additional incentive Inasmuch as it is usually based upon the volume, it works out very inequitably unless it pays attention to the territorial productivity, and it fails to wear.

Mr. Frederick W. Nash, manager of the food department of the General Chemical Company, has found these two essentials to work out successfully :

(a) Enough weekly salary for the salesman to live on from week to week.

(b) A basis of commission or bonus which will enable the salesman to earn additional income varying from fifty per cent. of, to an amount equal to, his weekly salary in addition thereto."

This too, however, is more or less of a makeshift. It still does not get down to scientific basis.

3. The commission basis leads to all the evils of overloading of easy customers, and the desire of the salesman to concentrate on easy sales, easy territories and easy lines, and to pay no attention to constructive work which does not promise immediate results. The commission basis, of course, reduces the risk to the house and requires less working capital.

A well-known sales manager said the other day "A salesman employed on a straight commission will usually make more than he would have been satisfied to work for—or else he will make less and do less than required on an efficiency basis.

"The nature of the average man is such that if he is worrying all the time whether he is going to earn commissions while he is endeavoring to interest his buyers, he is not doing his best, nor does he work along lines which maintain his efficiency, his smile, or his health, to the best advantage—he does all right when things are going well and he is making good commissions, but as soon as conditions arise whereby he is not making enough one of two things happens—he either looks around for a salary job with some other house, or becomes discouraged, loses his enthusiasm and "punch" and makes a poor producer."

Let us realize one or two things that we too frequently overlook or hide. Every house has all its problems in the territory. Production, finance, credits, sales—all are ever present, if frequently obscured elements in the relation between the buyer and the salesmen.

The efficient salesman does more than sell goods. He must sell goods, call on the trade, adjust complaints, make investigations, attend conventions, make daily reports, prepare expense reports, insure proper filling out of orders, etc., and do a number of other things which are for the good of the company. These things permanently contribute to the goodwill of the trade, the growth of the company's business, etc., and their proper handling cut the expenses at head-quarters, and as such, of course, are helping him as well as the company.

In the salary and commission or bonus plan now quite popular, the salesman is not always instructed and controlled. His purpose is to make a bonus and he is going to make it easily and as quickly and as surely as possible. So the salary and commission plan has some of the failings of the salary plan inasmuch as it requires very careful supervision and constant watching to make a man earn what you pay him, and it has most of the faults of the commission plan in that it makes the man put a too exclusive accent on immediacy of results.

Profit Sharing Plans

Plans of profit sharing have become more popular within the past few years of large profits, a large number of such plans having been initiated with beating of the tomtoms of wide publicity as having "answered the problem of industrial unrest." Few have lived—and few of those recently adopted will produce that co-operation which their originators hope for. The late Dr. Frederick W. Taylor, in an address in 1914, brought out the inherent defect which has already appeared in many of the profit-sharing plans for the compensation of salesmen—the rewards are not quick enough, they are not immediate, they don't continue to stimulate.

Giving profits to a man merely because he invests some of his salary in your stock is no basis of reward. It is only an opportunity for investment or speculation, and he soon arrives at the truth.

Profit-sharing without loss-sharing is a one-sided benefit, and the average man feels that it is a questionable "reward" to have an opportunity to share in losses.

Task and Bonus System

It has only been within the past couple of years that any definite attempt has been made by business concerns to apply the task and bonus system of the compensation of salesmen. It is still, I may say, in a state of evolution and experimentation—but I know several businesses where the system is looked on favorably by managers and salesmen. It is not necessary to review here the well known fundamental principles involved in any task and bonus system except to say this:

A careful analysis is made of the whole selling problem of the house for the purpose of determining what are the activities of the men on the road which contribute to sales results.

A comparative valuation is given each of these activities.

A salesman's value to the house let me repeat, is not to be determined by sales alone, but is determined by the way in which he enhances the total value of the territory to the house. This in turn is due to how well he takes care of old customers—in retaining them, developing them—how well he gets the house its just share of new business coming from new prospects, what amount and quality of co-operation he gives to the advertising, sales, credit, and collection department in the handling of their requirements, what definite co-operation he gives his sales manager, for instance, in arriving at a true realization of the sales conditions in the territory.

(*Continued on page 102*)

* * *

Advertising is also being called into use to further the campaign of the Provincial Board of Health in Toronto to persuade citizens of the Queen City to submit gracefully to vaccination—a topic which is the subject of warm controversy just now in view of the small pox outbreak, now under control.

* * *

The National Steel Car Corporation Limited, recently organized under a Dominion charter has absorbed the National Steel Car Co., Hamilton, and will continue to manufacture railway cars and motor trucks. About 1500 of the latter will be produced during 1920. An extensive advertising campaign including newspapers, magazines, farm papers, and trade papers is now being placed through the Hamilton Advertisers' Agency, Hamilton, Ont. The new company is purely Canadian, the president being R. J. Magor, a former Montrealer.

GETTING VALUE IN ADVERTISING

"It must have been a dream!" we can imagine some readers saying. Yet we have heard some men "get it off their chest" before advertising clubs, just as frankly as this writer would like to do. Pussyfooting, the neglect of vital topics, and unsympathetic criticism are what kill interest in advertising club meetings. Let this article serve as a warning to speakers.

By Charles W. Stokes

I HAD a strange but extremely happy dream the other night: I dreamed I had been invited to address my Advertising Club. Yes, nothing less—something like reading in the paper one fine morning that one had been elected a director of the Standard Oil Company! It may have been the Hungarian goulash, of course, but I dreamed further that notwithstanding a natural trepidation at the signal honor conferred on me I accepted, and chose as my subject what seemed to be a natural one but one seldom heard in Advertising Clubs—"Getting Value in Advertising."

On the appointed day (I dreamed) I sat at the head table of the Club, had my lunch franked because I was the guest, gazed vacuously into the faces of the hoi polloi whose obscurity I had hitherto shared, heard some highly benevolent remarks from the chairman anent my career and attainments, just managed to restrain my loud, nervous guffaws at the inevitable "story" of which something reminded him, and finally arose amidst the lighting of cigars and spoke in this wise:

I call my subject "Getting Value in Advertising" (I said) not because I know much about it but because buying anything is the last subject ever discussed at the average Advertising Club. (Loud applause.) In fact, I might go so far as to say that Buying Advertising is never discussed at any Advertising Club of which I have knowledge or whose proceedings I have ever read. The only subjects ever dicussed at any Advertising Club that are directly connected with the profession of Advertising—and I have been to many Advertising Clubs where apparently everything under the sun is discussed except Advertising—the only subject ever discussed, I repeat, seems to be Selling Advertising. (Cheers and loud applause.)

When I gaze around this festive board, where so much high thinking is combined with so much plain living at the special club rate of 85c. per lunch, and look into the bright, intelligent faces of my fellow members, my heart throbs, Mr. Chairman and gentlemen, to think that every member who is present so regularly is engaged in the selling of things, and that the buyers stay away. "Things" is a large term with a wide range, and it is a magnificent commentary upon our wonderful world-wide commercial supremacy, and an inspiring augury for our future and so on and so forth, that the range seems to be from selling coffins down to tooth-picks. What though the buyers of these things are so conspicuously and regularly absent? What boots it that in default of them us members who come to these beautiful lunches every Wednesday to sell them things have to try to sell the same things to each other? What boots it, I repeat? Caveat Emptor—Let the Buyer Beware! (Thunderous applause.)

(All this was josh, of course—the non-essential preliminary that every lunch speaker pulls off.)

But to get down to brass tacks, gentlemen (cheers) and to be serious (laughter). What I am going to say to you may seem preposterous; but I do really believe that in the profession of Advertising there is a place, however small, for the Buyer. (Renewed laughter). I do believe, incredible as it may sound, that above all this babel of selling the voice of the Buyer should occasionally be heard. (More laughter). Gentlemen, I am a Buyer of Advertising myself. (Shrieks of mirth, and cries of "Who for?" "Let me get at him!" etc.) But I am willing to admit that I am in a lower social and mental category than all you noble-looking salesmen; but, gentlemen, I have come into contact with you so long and so often that I ask you to believe that I do know a little about advertising, that I have picked up, even at second-hand from you, a few rudimentary principles of my own craft. (Murmurs of "Something in that, too!" "Give him a fair hearing, anyway!" etc. More striking of matches.)

My subject to-day is "Getting Value in Advertising." I wish I knew more about it; if I knew how to be sure of getting only fifty per cent. value, I should be top man in my branch of the profession. In this connection I want to remark that the other night I attended a concert on behalf of some darn charity or other, the seats to which set me back two dollars each. Frankly, I was bored stiff; but what caused my grouch most, while having to sit through that bum performance, was the very vivid remembrance that I could have seen a high-class vaudeville show and really enjoyed myself for six bits. It seems to me, gentlemen, that there is a moral in this. Either the price of vaudeville is too low, or else the fellow who sold me the tickets was a better salesman than I was a buyer. (Cheers.)

Another little moral obtruded itself upon me. Between the items of the concert—in fact, during them—I studied the programme. It was full of ads. Amongst them was one of Somebody's Non-Corrosive Pulleys—a most appropriate commodity to meditate upon during the rendition of Sneezoffski's Opus 97 in B sharp minor! Oh, most appropriate! And I happen to know that Somebody's advertising department paid for that ad, on the instructions of the managing director, whose wife's cousin's son-in-law had offered—on a commission basis—to sell the space in the programme for the good of the cause. One hundred bones, neither more or less. Something else besides the seats were overcharged for.

Gentlemen, what is wrong with advertising is that so many sellers of advertising lack the most elementary form of conscience. (Deafening cheers). Without salesmen, of course, advertising would not exist; but what is wanted is not so much an Audit Bureau of Circulations as a Bureau of Morals. You salesmen are all addicted to throwing off airy superfluities about the principles of salesmanship, one of which is, I believe, that you should sell the prospect only that which he really needs. But when any of you approach me with some advertising proposition, do you really care a hoot in Hades about my problems of establishing contact with probable consumers, or are you merely trying to force space upon a buyer to whom it is of little intrinsic value? (Cries of "You're darn right!")

It is, of course, the legitimate function of every producer of any

commodity, be it a newspaper or what not—especially what not—to thrust his claims for attention upon buyers whom he may think have overlooked him. In fact, you might retort upon me a tu quoque—Chinese, gentlemen—that I too am a salesmen of sorts. True, I am that, as well as a mere Buyer: but I am that double-headed Janus who is both, becoming thereby a manufacturer of something without economic value to me into a section of my business. I prefer to be called a Buyer, because it is quite as essential that I buy prudently and well as that I sell honestly and cleverly. The buyer of advertising who is so little cognizant of his own product and its market that he must wait for someone to tell him the mediums to advertise it in is, to say the least, scarcely worthy of the confidence reposed in him by his employer. (Shouts of "Rot!" "Sit down!" etc.)

I submit that the average advertising solicitor has the wrong conception of his calling. His idea is not to sell the right amount of space to the right people at the right time, but to sell as much space at all times to those who don't want it. (Loud applause.) I might institute a simple parable that when I am in the market for a flivver, and a flivver only, I am pestered to buy a Rolls-Royce. Or another parable: I am pestered to buy either of them when neither is of the slightest value or appeal to me, merely to enable the local sales-agent to meet the payroll on Saturday. To be specific, why should I be solicited to take space in that new "Own Your Own Home" page in the *Daily Hoo-hoo*, the sole purpose of which is to exploit advertisers by surrounding an islet of fake reading matter which nobody reads with an ocean of advertising which sells nothing?

Why should I buy space in the special "city boost" number, the anniversary number, the Valentine Day number, the "Horse Show" page, the "Do It Electrically" page, the "Send Her Flowers" page, the "What Our Town Did in the Big War" page, the theatre programme, the concert ditto, the hockey ditto, the convention ditto of the Independent Order of Daughters of the Deluge, the Baggage-Smashers' Annual, the More-and-Bigger-Babies Bulletin, the Cayuga County Returned Soldiers' *Monthly Grievance*, and any other of the millions of useless advertising mediums that manage to get away with it? It is impossible to steer one's way between all these rocks without sometimes making a mistake. (Cheers.)

I was talking recently to a friend of mine who has had over ten years' experience in advertising farm real-estate in the west. He is a bright and brainy chap who has acquired considerable of the groundwork of a real economist. "Ten years' practical experience has proved to me," said he, "that the only person to sell farm lands to is the farmer. The Back-to-the-Lander I simply want nothing to do with. After ten years I have learned that the percentage of response to my Back-to-the-Land advertising is so small that the cost is prohibitive; but what is more important—in fact, at the root of my objections—is that only one city man in a thousand who goes back to the land makes a go of it. The other 999 fail lamentably, lose their investment, bring action against us for misrepresentation, and ever after seize every opportunity of knocking us.

"Yet if I turn down one paper a week with a bright new Back-to-the-Land page," continued my friend, "I turn down six. With just that frequency some newspaper solicitor in the course of his peregrinations round town will notice my sign, get the idea for a Back-to-the-Land page, hasten to the classified directory for a list of farm land agents, and foist his scheme upon us next day. (Cheers). It seems to be that a Back-to-the-Land page is the unfailing refuge when Saturday draws near without the cash to pay the printers or when the proprietor wants to send his family south for the winter. (Cheers). But what gets my goat, after all the years and study I have put in on this great baffling social problem, is to have some juvenile space salesman, in whose half-baked mind no connection had ever existed, until half-an-hour previously, between his daily bread and the land that produces it, sit there owlishly and tell me I don't know what I am talking about." (Deafening cheers).

It's funny, isn't it, Mr. Gentleman and Chairmen, how all this "Truth in Advertising" pother originates from the space sellers? You don't ever hear the advertisers insisting upon it to the extent that they refuse to buy space in the *Daily Hoo-hoo* because that paper carries that ad of Ikey Samuel's featuring real woollen suits at $17.45. The callousness of these big space buyers is sensational. What do they care about Truth in Advertising so long as no one prosecutes *them*? What prosecution ever does come before a court except where one more or less "sharp" merchant gets jealous of a rival who's a shade "sharper" and tries to get even this way? Yes, the only one who gives a whoop for the purity of the craft is the salesman. Look at the way *he* prosecutes advertisers for making fraudulent statements—see how *he* refuses Ikey Samuel's ad! Who was that vile traducer who said that Honesty was needed as much in the sale of advertising space as in the preparation of copy?

(Just about here several members who had been consulting their watches with great frequency got up and went out, with considerable attendant noise.)

I used to belong to a small-city Ad Club—one of those ambitious small clubs that have a high consciousness of their mission and a delightful sense of their responsibility to the community. The ambition of this particular club was to "clean up" —their very words—to "clean up" untrue advertising. This they proposed to do by issuing certificates of respectability to approved propositions and taking a solemn oath not to buy space in any medium minus the certificate. Looking round, gentlemen, I see a reminiscent smile on your bucolic faces that suggests that most of you, too, have come from the tall timbers and have belonged in your time to small-city Ad Clubs. (Forced laughter.) But what happened? It was an interesting thing to learn that the financial bona fides of the Dorcas Society Annual Convention programme were O.K., or that the Ding-bat Bowling League Bonspiel did really intend to print 300 copies of their Souvenir Handbook, as stated by solicitors, and would not skip the town by the midnight express after collecting $75 a page—but cui bono? I suggested to the well-known chairman of the quite notorious "secret" Censorship Committee that he should print a line of the certificate, immediately following the words "we find above statements absolutely correct:" to wit, a line reading "But we find that the advertising value of the proposition is absolutely nil." He replied: "You don't seem to understand that every guy who comes along with something to censor coughs up a membership fee—and we need the money for our educational work."

It was this same club, by the way, that put a by-law in its constitution to the effect that no seller of advertising could be on the executive, but amended it next meeting because no space-seller would ever elect a space-buyer to the executive unless the latter came across with a contract. Inasmuch as the few space-buyers who took out memberships because it was expected of them, never attended the meetings, the reason being that they heard all the soliciting they could stand without having

to listen to it at lunch time, there were none of them present to elect.

(Eighteen other members here tiptoed noisily out. Those who remained seemed busily occupied in bumming cigarettes.)

I come, gentlemen, to the real gist of my address—the Art of Buying Value. I ought to mention that my firm does not employ any Bureau of Research or Merchandizing Barometer, and is therefore quite in the dark as to how many blue-eyed left-handed men under 46 there are in Cayuga County or whether there really is a consumer demand in the Thousand Islands for a new brand of stone-less prunes. My rules for Successful Buying are simple. First, study the medium not as a unit, but as one of a class. Deduce certain broad principles from them—"averages," if you like, for all advertising is based upon averages. Then it is up to the solicitor to *prove* that his medium is above the average or that freak conditions exist in his locality.

The other rule is to see every solicitor once.

I see my time is up, gentlemen. (No denial—no shouts of "Go on!") It has been a pleasure to me to have this little heart-to-heart talk with you, and I trust it will be fruitful in results to all of us, widely divergent as we are. The Advertising Club movement is a great one, gentlemen, and a notable one, and one that is causative of much good if properly developed. I sometimes have wild visions, gentlemen, of a Real Advertising Club whose members, when they get together at their weekly lunches, talk grim practical commonsense similar to that heard at a meeting of, say, credit men or purchasing agents, instead of the platitudes and stale generalities heard at all meetings of all Advertising Clubs. How Cola-Coka increased its sales by spending ten million dollars in magazines is highly anecdotal to small-city advertisers, but rather discouraging, while the story that John A. Wanacooper put $25.00 out of his first day's receipts back into the till for change and spent the other 17c. on advertising has passed its first youth. I dream of an Advertising Club whose educational department really does exist and whose evening educational meetings are so well-done and so crowded that they have to be held—

"Say!" interrupted the indignant voice of the Greater Half. "What's the nightmare about? You've waked the baby with all that noise! Cut it out, for the luva Mike, and let somebody else get some sleep."

"It was only a dream, my love", said we. "Excuse me. I was dreaming that for once I really did get all I wanted to say off my chest".

* * *

KIRKWOOD'S LETTER FROM LONDON

Cathedral of Commerce to be built—backwardness of Canada and Provinces—the exchange barrier—printers as advertising agents—Christmas shop windows—the new poor—some interesting classified advertisements. Timely topics of interest to Canadians discussed by MARKETING's British correspondent.

By John C. Kirkwood

TO London have come several American men, institutions and firms, in quest of golden ducats. J. M. Bowman, the Canadian-born hotelman, builder of the Biltmore and Commodore Hotels in New York, is in London as I write to build a Biltmore and Commodore Hotel in London. He is trying to acquire the site of the Duke of Devonshire's London house, in Piccadilly, the purchase price of which is likely to be in the neighbourhood of $6,000,000; but no transfer has yet taken place. Mr. Bowman is declared to have $20,000,000 in his pockets for the purpose of building his hotel or hotels. He says that London hotels are deficient, that the best of them is a pre-war enterprise, and that many new ideas have been incorporated into hotel structures and management since the last London hotel was reared. He would like to build a sky scraper, but London's building laws may not permit this.

If I recall correctly almost the last West End Hotel to be built was the Piccadilly, which passed into receivers' hands before it was opened to the public.

London sadly needs more and better hotels. This year, and next year, and for many more years, Americans will flood Europe and England, and they may come all dressed up, with no place to go to, in the shape of hotels.

The Bush Terminal Company

Another American, Irving T. Bush of the Bush Terminal, has been in London to arrange for a replica in this country of the New York enterprise, "The Cathedral of Commerce." He has acquired on a 90-years' lease what is declared to be the finest business site in London—a spacious area in the Aldwych "island"— a crescent-shaped block facing the Strand, and northwards from which runs London's newest and finest commercial street, Kingsway.

The Aldwych site has been available to bold men for a number of years. For the square footage which Mr. Bush has secured, he will pay an annual rental of $275,000, with probably quite one-third more for rates and taxes—about $1200 per day in all.

The Bush Terminal idea, it may be explained, is centralized sample rooms for many manufacturers, where buying and selling may be done conveniently. It is the triumph of a sound idea. The British building will cost to erect $10,000,000.

Australia's Advertisement

One end of the Aldwych island site is occupied by Australia House, built by the Commonwealth of Australia as London headquarters for Australia. The building occupies a most commanding position, and is ambitious in its architecture. The various component States of the Commonwealth, and some Australian banks, have their premises in this building. In a large hall within the building cinematograph pictures of Australia are shown daily. I have seen school children lined up outside the entrance, after having witnessed the pictures.

As an advertisement of and for Australia, Australia House is to be commended, and as a Canadian I could wish that the Dominion of Canada had a noble building on the Aldwych site. Several years ago, it was proposed that the entire "island" should be devoted to Colonial buildings, but for reasons bad or good, Canada did not fall into line with the suggestion.

Canada In London

I fail to recall any Dominion of Canada equivalent of Australia House. Canada's High Commissioner has his offices in the Westminster-Victoria section, but they do not advertise

Canada's resources or greatness. There are no show windows.

The several provinces, however,—some of them—have their own separate premises. Ontario has rather mean-looking premises in the Strand. Quebec has much superior premises in Kingsway. British Columbia has magnificent imposing and impressive premises in lower Regent Street. New Brunswick has humble premises in a side street off the Strand. I do not recall seeing premises of the Government of Nova Scotia, Prince Edward Island, or the prairie provinces.

A Canadian feels sorry that our glorious country has not a centralized exhibition building of the type of Australia House, where the Federal and Provincial Governments could portray their resources and attractions in a massed way. Emigration from Great Britain is bound to become great just as soon as shipping companies become hungry for passengers and cargoes—which time is several years off.

The Exchange Barrier

The adverse exchange rate between Great Britain and Canada and the United States is preventing a full importation of goods from the North American Continent. When an Englishman gets only $3.70 for his pound sterling when he sends it to the United States, or say $4 when he sends it to Canada, he is not very enthusiastic about buying goods in these countries—they cost him too much.

Just how the present disastrous state of affairs as it affects international trade can be cured or corrected is not an easy problem. Various solutions are offered, such as an international credit system covering a period of years; but the only final remedy is the adjustment of the trade balance. Great Britain is in debt heavily to both the United States and Canada, and this debt must be paid with merchandise, if the adverse rate of exchange is to be corrected. It really means that Canada and the United States should set about the business of buying all they possibly can from Great Britain—as a measure of selfishness.

Britain is not keen to buy goods in the markets of the United States and Canada just now, for she must pay dearly for them. Thus, if I want to subscribe to the *Saturday Evening Post*, the foreign subscription price of which is $4.50, I would have to part with over 26 shillings; whereas, ordinarily, I would need to part with 18s.6d. That is, the value of the shilling has declined from 24½ cents to about 18½ cents. By the help of this small example, one can see how costly it becomes to import goods from America. Thus, an invoice from Canada of $100,000, could, in normal times be paid with £20,548. To-day, with exchange at $4.10, the Britisher would have to part with £24,390; or with £3,842 more than in pre-war times.

The consequence is that the Britisher avoids buying from Canada and the United States to the fullest extent possible—a situation unfavourable to Canada's export trade.

If our Canadian publishers were organized to canvass the British market, they could make much of the point, "Sell us more to restore equality of exchange", and I believe that the appeal would be responded to.

Here I should like to express my appreciation of Mr. W. B. Somerset's endorsement of my views—this as per his contribution to the November issue of *Marketing*, and to compliment him on his own brilliant achievement in securing so much aeroplane advertising for Canadian newspapers.

British Export Trade

British manufacturers are building much on the prospects of 1920. In spite of strikes and shipping difficulties, there is everywhere a wonderful optimism, It is recognised that the race for the world's markets in 1920 will be a hot one, and that the prizes will go to those who are swift. Britain is keener to win than ever before; or, to put it another way, the old attitude of "Come to us, and buy at our prices, and according to our methods of making and selling", is passing, and in its stead is coming the better mind, "We want and solicit your business, and will try to win it by quality of product, and a service fashioned after your wishes."

One could wish to see a well ordered and well-sustained work of solicitation carried on in this country by our Canadian publishers and advertising agencies—a unified campaign. The results would not likely be immediate, but they would, in time, return a fine dividend on cost. The essential thing is education and the right kind of information.

The Power of the Big Stick

One of London's weekly publications, famous the world over, and prosperous beyond the dreams of the great majority of publishers, has grown proud and puffed up, as the following tale witnesses. It invoiced an advertising agency for space used in a given issue, and put on the foot of the bill—"Payment requested by the 15th". The agency's practice is to pay on the 25th of each month, and cheque was sent accordingly, for a sum which represented the deduction of the usual agency commission. The cheque was returned, with request for another, at full card rates. The agency's manager grew hot, and enquired of a friend as to what to do, "If you don't pay up", said this friend, "you'll be sued, and your client will be penalized by having his future advertising excluded from this publication, even if offered by some other agency". Nawsty fellow, isn't he? Is there an advertising manager in Canada or in the United States of the same spirit, or with the same power?

Printers as Advertising Agents

Whether or not they ever heard of the Herald Press, Montreal, I cannot say, but they are treading the same path. I refer to two London printing firms, Waterlow's, and the Wilkes Press: they have established advertising agencies in connection with their printing businesses, so I have heard. W. H. Smith & Sons Ltd., one of Britain's best known printers, did this years ago, but from first to last their agency business was never any too successful, and this year, after a try out of about thirteen years, they have sold out their agency department, and are once more buckling down to the good business of good printing.

Printers do not love advertising agencies as Jonathan loved David. Indeed, I sometimes think that printers murder advertising agencies—in their thoughts, for advertising agencies sometimes upset connections.

I am thinking of a special case. The advertising manager of a rich firm asked the agency with which I am connected to submit a dummy of a book which his firm contemplated producing. "Make your suggestions expressive of your best ideas. Price is no object", was the way it was put. So we had a fine opportunity to produce a handsome dummy. But the representative of the printer heard about the book, and came to our office, with the advertising manager, to see the material which had been left with us. He looked at this material for a few minutes, asked a few questions, and then said lightheartedly—"We'll make you a sketch of a cover design, and set you up a few pages to let you see what it looks like"—and he went away. Certainly this man didn't love us—butting in on his customer's work. But imagine his method! Merely making a sketch of the cover, and setting up a few pages!

I wish you could see the dummy we submitted. It was magnificent. First, a jacket—a glaring, dashing thing, of compelling colours and de-

sign—almost shocking, yet chording with the theme of the book; then a cover design of extreme dignity and richness—raised dull gold letters on a background of tawny brown leather; then end papers in symbolic gilt tracing; then, a book-plate, with the recipient's name inscribed; then a colour sketch mounted on a heavy brown paper, bordered with dull gold; then the half-title page; then a brilliant dedication page, with border design in a strong decorative Chinese red; then the title page, in red and black on gray; then the introduction on a buff-coloured heavy deckled paper with spacious margins, and an initial in glorious red, quite two inches square; then the contents page, sympathetically done; then a photogravure in sepia, mounted on the brown paper, gold bordered; then the first page of the first chapter, a page so beautiful that you lingered over it, admiring. A unique feature was a book-marker, one inch wide, of watered silk, with a sealing wax pendant on which was impressed the firm's monogram.

To produce the book after the plan of the dummy submitted might easily mean a per copy cost of $10—pretty good for a book issued by an engineering firm to advertise a single article.

The reason why I mention this case is to show the contrast between the printer's method and the methods of an advertising agency. The better-than-average printing firm, even though it be rich and huge to the bursting point, cannot make fine books out of its own knowledge, and ought to confess its inability. To make really superlative things—perfect in every detail—calls for a different kind of education from that possessed by the better-than-average printer. "We'll make a sketch of a cover design, and set up a few pages"—there you have the printer, who thinks that in doing this, he has done everything.

Let it not be thought that I am "knocking" the printer. I almost love him, and am happiest when I am working with him, and sniffing printer's ink; but I love him less—indeed little or nothing—when he mounts a horse which he cannot ride, and bumps about on it in the vainglorious idea that he is a real rider.

I have been giving my own idea; but here is something taken from a London evening paper, from a book review:

Making a Book

This has nothing to do with betting, but concerns the difficulties publishers experience in getting their books properly printed. The publisher is worried to distraction by his printers, who according to our London publisher, are not by any means the clever people we thought they were.

Making a book is a difficult thing for the publishers. To begin with he has to send to his printers the most minute particulars as to how the book is to be made up, and if it is to be an illustrated one, his troubles are greater than ever. How the title page is to be printed, the position of the words, the headings of the chapters, the little details of drop capitals at the beginnings of chapters, all have to be carefully arranged before the script goes to the printer, and even when this has been done with meticulous care, the proof sheets too often come back with heartbreaking errors in them.

"I am surprised (so states the writer in the London *Evening Standard*) to hear this, because we would have thought that with the making of so many books, printers would have become proficient and would know exactly what to do. My publisher friend tells me that he knows only two printers in England who can produce his books without worrying him for directions".

Only Two Printers in England

And this was said on December 5th, 1919, A.D.! Alas, William Caxton.

On my desk is a book produced by a printer from beginning to end; that is, he wrote the book, and then printed it. It is a book relating to the war work of two great British firms; and bears a price marked on it—21 shillings. The printer is overwhelmingly proud of his product; yet candour compels me to say that it is an insipid publication. This printer has a national reputation for doing superior work.

What's all this pother about? This question is perhaps being asked by some of my readers. The answer is: Your advertising agency can probably help you to get out printed matter of a quality typographically, in format, and in general dress, far more helpfully and successfully than can your printer unaided. If you want to cling to your printer, do so by all means, but let him take his instructions from your advertising agent, and you are likely to get a better job. And if it is a printer who says, What's all this pother about?, then my answer to him is; if you are among the ninety-nine-out-of-a-hundred group—and you probably are,—then you, too, can go to school usefully to the advertising agency—granted, of course that the advertising agent is just as competent as I am assuming him to be.

I could go on writing about the production of printed matter for a long, long time, but I'll stop right here.

Shop Windows at Christmas

Shop windows in London at Christmas were interesting more for the merchandise displayed in them than as examples of the window dresser's art. Indeed, British window-dressing offends American ideas; and Englishmen who have visited American cities and have become familiar with American standards come home with a new education, and if and when they write on the subject, they lament the ancestral worship of the British draper in particular.

It was Selfridge's that opened the eyes of Londoners to the possibilities of window-dressing. One always sees attractive windows here. Someone told me that Mr. Selfridge brought over an American master to whom he pays $15,000 a year. This Christmas the Selfridge window feature was a series of coloured Dickens sketches, each approximately 6 feet x 5 feet. There were several representations from Pickwick Papers, and several dealing with Scrooge and Bob Cratchit. The chief Scrooge pictures were in plaster relief, were coloured, and were most effective.

In a window showing Christmas fare, there were two stuffed or mounted pigs of yearling size. One of them had its little brood about it, enjoying their Christmas fare—a long pull, a strong pull, and an all pull together.

One drapery firm had a representation of the Straits of Dover. On the coast were the forts. On the sea were ships of various types. Overhead planes and airships flew. The sea rolled and the ships dipped and rose most realistically. It was a very clever piece of work.

The Wealth of England

The displays of jewels and allied lines were magnificent, as they always are. In them one has persuasive evidence of the wealth which can afford and which does purchase precious stones of princely sort. Though London's national debt is colossal, and taxation grievous, yet the wealth of her people seems undiminished, even after five years of war.

In Lancashire, the home of the Cotton industry, there has been a stock and share boom which has made fortunes for many, all in the space of a few weeks. Syndicates have been buying up mills, and there has been a revolution in ownership. Clerks and factory hands have been gambling in cotton shares, and curb exchanges have developed. It has been something the same in Huddersfield and Bradford, the centres of the woollen industry. Here the workpeople are rich, and there are no poor. In Bradford khaki for the Allied armies, including those of the United States, was made, and an immense prosperity was Bradford's lot. Millionaires became numerous,

illiterate workpeople made thousands and spent their money, often hundreds of pounds at a time, on furs and costly apparel.

Fortunes in Fish

Just now fishermen are earning incomes of almost incredible amounts. Some skippers of trawlers, it was declared in Grimsby Police Court, are earning as much as £7000 a year, and an income of from £3000 to £5000 is quite common. Vessels bought for £12,000 have earned double their cost in twelve months. The earnings of "hands" will run from £8 to £10 a week, plus their food.

The New Poor

Of course there is a seamy side; there are the New Poor, as they are called. Their distress is appalling. The New Poor are those whose incomes are fixed—pensions, annuities, salaries which have not risen during the war, and incomes from investments which likewise do not increase. When it is remembered that the pound of pre-war days has shrunken in present purchasing power to eight shillings, one can see how terrible is the lot of those whose incomes and salaries to-day are no larger than before the war. A present income of £100 corresponds to a pre-war income of £40; a present income of £500 corresponds to a pre-war income of £200.

The sufferers are commonly old people—retired officers, officials, and annuitants; teachers, clerks and behind the counter salesmen. Their tale of distress has been freely told, by themselves in the form of letters in the public press, which has given a vast amount of space to the story of the trials of the New Poor.

Wages in British Stores

The worm turns, and it turned in the Army & Navy Stores in the first week of December. This large establishment, employing nearly 4000 men and women, declared a dividend to shareholders in its last year's trading of 350%. It was affirmed by the employees that if the Stores were able to make such profits, some of these profits should be used to pay them larger wages, and to improve working conditions. But the directors could not see it—until a successful strike opened their eyes. I should like to send you a rather long story about this strike, and its revelations, but I may not. But perhaps the following statement concerning representative wages paid employees in the Army & Navy Stores will be sufficiently illuminating.

Bespoke Tailoring Department.--

	Age	Years service	Weekly wages
Head Foreman	54	20	£4. 4. 0
Stock-keeper	59	30	3. 5. 0
Salesman	—	20	3. 0. 0
"	—	25	2 3. 6

Ready Made Department

Salesman	—	36	3. 5. 0
"	—	25	2. 4. 0

Packing Department

	Age	Years Service	Weekly Wages
Foreman.....	—	39	£2.9.0
Packer.....	—	42	2.2.0
"	—	32	2.0.0

Drug Department

Foreman.....	62	42	2.7.0
Counterhand...	43	10	2.0.0
" ...	58	37	2.0.0

These wages, paid, it will be seen, to those who have served long years, are ghastly when one considers the purchasing power of money, and the semi-respectability of appearance these employees must maintain.

The fight of the employees was championed by many newspapers and numerous shareholders; and it is pleasing to note that other stores, where better wages are paid, and where more humanity is shown, gave the cold shoulder to the Army & Navy Stores directors when they sought admission to membership in the Retailers Association. The *Daily Mail* offered to put £10,000 at the disposal of the strikers if funds were required to maintain the fight.

Selfridges Profit Sharing Scheme

As a Christmas gift to his staff, Mr. Selfridge, the American department store owner, made an announcement that one hopes will shake up other employers to cause them to do likewise. He is issuing 100,000 £1 shares to his employees at par. They will receive not less and not more than 12%. All applicants must have been members of the house for six months, and the shares will be allotted according to annual salary. Should the shares be called in at any time, double the price is to be paid in redemption, namely £2 a share.

Some British Classified Advertisements

Sometimes when languor is on me, I indulge my mood by reading the "personals" in the London *Times*, or *Morning Post*, or *Daily Telegraph*; for I am sure to find in them some interesting revelations of British mind and character. That you may get my point better, I am sending you some clippings which are very typical:

EXPLORER, leaving for unexplored regions, is willing to take ADVENTUROUS PERSON with means; sailing 30th.

FOR SALE COLLECTION OF SKINS.--Gentleman, recently back from Africa has several splendid Specimens for disposal, including four Leopards, one Lion, two Collobus Monkey, two Wild Cat, and a large Kaross, consisting of 40 skins, just completed by Furrier into excellent motor rug. Also collection of native work baskets. Inclusive price, £150.

A GENTLEMAN of position having a charming small house facing Park, whose wife is going abroad in January, wishes to MEET a MARRIED COUPLE who would like to chum with him for six months, they running the house. Only those well off need apply, stating their terms.

SON'S urgent appeal—Will kind person requiring FARM BAILIFF (or similar quiet country job) offer same to impoverished country gentleman? Keen farmer, horticulturist: health failing miserable City work; £300, house, sufficient.

FREE hospitality offered Boy or Girl of gentle birth, 10 to 12 years old, for one month, from about December 20th. Address Mother.

WILL someone BEFRIEND CHRISTMAS VACATION lonely Theological Student (25)? Reduced circumstances, unable pay ordinary boarding charges; homely, companionable; assist church services or tuition; unexceptionable references.

WILL anyone help Gentlewoman to educate her two fatherless little boys and give them a chance in life?

EX-CAVALRY Officer, pilot, 2,000 hours, do anything, go anywhere, fighting for anti-Bolshevistic causes or restoration of Monarchies preferred; fluent French, German, Italian.

FIELD-MARSHALL'S niece has the pleasure to notify the DAUGHTERS and SISTERS of Naval and Military Officers who fought in the war that in conjunction with several friends she has arranged to DEFRAY ONE-HALF of their FEES with three of the foremost VOICE TRAINERS in London, but only those with good voices should apply, who when trained, will be given excellent introductions in musical circles

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BRONTOSAURUS: To secure a specimen of this animal may be a trifle difficult, but it is child's play compared to trying to secure a small house at a reasonable rent; but, nil desperandum, meet me same time and place Thursday, and we will inspect any that are offered.

WOULD any Lady of good social position be willing to TAKE TO GIRLS of good birth and give them a good time in town? Highest references required and given.

(*Continued on page 100*)

ADVERTISING THAT APPEALS TO FARMERS

How the farmer of to-day differs from his fathers. Weaknesses in advertising appealing to the farmer. The kind of advertising that get's his attention—and his business. From an address before the Montreal Publicity Association.

By Col. R. F. Parkinson, D.S.O.
of the Ottawa Farm Journal

MANY interesting phases of rural life in Canada to-day were discussed by Col. R. F. Parkinson, D.S.O., Managing Director of *The Ottawa Farm Journal* at a recent luncheon of the Montreal Publicity Association, in the course of an address on the subject "Advertising that Appeals to the Farmer."

The observations made, which dealt first with an appreciation of the needs of the rural community to-day, in view of the changed conditions and environments of the farmer in contrast to ten or twenty years ago, and secondly the type of publicity appeal which most effectively brings a response from the farming community created considerable discussion among the large number of members in attendance.

"Rural life", said Colonel Parkinson, "had undergone a vast change in the past decade. Unquestionably it had reached a much higher level from the social, educational, and financial point of view than marked the days of our forefathers.

"The farmer of to-day and his family lives in an entirely different atmosphere to that which prevailed a few years ago. Then he had to toil early and late to eke out a mere existence, for that is exactly what farm life represented in the twenty year period between 1880 and 1900, when all classes of farm produce and live stock sold in the open market at prices from 25% to 75% less than to-day.

"It is within the memory of many of us when milk was selling at 2c. a quart, pork from 4c to 5c. per pound live weight, lambs from $2 to $3 each, oats at 20c. a bushel, wheat at from 60c. to 75c. a bushel and other farm commodities in like proportion.

"Those were hard days with the farmer. The prices received for what he had to sell left him with little to spend save on absolute necessities. He travelled but little beyond his country village or town. He carried no bank account. He bought just what he could pay for. He gave his children only the best education the local school could provide.

"He read few newspapers and cared less for what instructive messages they carried. He had no use for scientific terms as applied to live stock and field husbandry. He knew scarcely anything about the principles and practices of better stock breeding and feeding, maintaining and increasing soil fertility, and the saving of manual labor through the greater use of brain power, as represented in modern machinery and equipment.

"His sole interest was necessarily concentrated in keeping his home circle clothed and fed with sufficient money ahead for the tax collector in the fall, and, incidentally, keeping ever prepared for an argument with his neighbour concerning the political issues of the day—for this stands to the credit of the farmer : he has always been an astute politician.

"With the year 1905, however, a new era seemed to dawn for the farmer. The opening of broader markets was followed by a greatly increased demand for what he was producing. Enhanced prices were the corresponding result. Immediately the farmer began to appreciate that he was an important cog in the wheel governing the life of the nation. He commenced to wield his influence, which force has been steadily gaining strength until to-day he occupies a position of unquestioned prominence in the social, political, and commercial life of Canada.

"The change has taken place gradually over a period of 15 years, but I think it can be correctly stated that the foundation has been built of concrete and on it stands a structure sawn and hewn out of the best timber available.

"In brief, the present day farmer, because of his improved financial position, has swung open the gate and walked out into the green pastures. With remunerative prices for his produce in recent years his revenue has doubled, and trebled, and quadrupled. As a result he travels more, reads more, thinks more and spends money freely.

"The farm press, with its well-directed effort as to how to improve rural surroundings, grow larger crops and raise better live stock, has greatly contributed to this higher plane of living on the part of the rural dweller. In an outstanding way it has brought about a rural community uplift which, in turn, has worked to the advantage of the commercial interests of Canada by creating a greatly enlarged home market at profitable selling prices.

"The problem confronting us as sales managers and advertising men is simply this :

"Has the manufacturer and the advertising writer fully appreciated the opportunities which the changed conditions of rural life have presented?

"Have we sufficiently acquainted ourselves with the circumstances and environments surrounding the new farmer and adopted those selling methods which are most likely to insure the best results?

"Have our advertising campaigns in the past ten years been designed and conducted in the most effective way to merit the maximum response from our modern 20th century farmer?

"To my mind the publicity that will appeal to the farmer must be of a character entirely different from the commercial announcement appearing in our daily press for city readers.

"Farm advertising must carry a definite message of forceful facts covering in a precise and clearly understandable way the merits of the goods offered.

"The announcements, I believe, should be well displayed with illustrations, not too artistic but designed in such a way as to link up the product with the farmer.

"By way of illustration, permit me to refer to a large automobile advertisement recently carried in some Canadian and American farm papers.

"This announcement pictured a party from a farm home leaving in a motor car for a drive.

"The driver was dressed in rather sporty clothes. The ladies were represented as being in the finest of satin dresses, almost knee high with silk stockings and long pointed slippers, such as might be worn enroute to a ball, while the Airedale dog, ready for the jaunt, frolicked at the side of the car.

"There was little rural in the whole line-up—nothing to rivet the attention of the farmer and cause him to study the advertisement.

"Now let us suppose that the writer in designating this advertisement had used instead of the foregoing setting a modern farm home as a background, the farmer and his family ordinarily attired, seated in the car or about to be seated, a collie dog lying leisurely on the front verandah (farmers do not usually allow their dogs to follow them, they keep them to guard their home in their absence), and the driving horse eating grass in the pasture. What a difference such a picture would have made and how much more effective it would have been to the farmer reading it!

"All of us can enumerate instances galore of similar advertisements carried in the farm press that do not, in the real sense of the word, appeal to the farmer or guarantee the advertiser the best results.

"Then there is the necessity of persistent, consistent advertising. Spasmodic effort is not productive of results in appealing to the farmer. Of course this applies to practically every kind of advertising appeal, but it is especially true in relation to the receptiveness of the farmer's mind in answering advertisements. Little, therefore, is to be gained from two or three isolated announcements in the farm papers.

"If, therefore, only a thousand dollars is to be spent on publicity an effort should be made to spread it over a period of at least three months.

"In the first place, it requires a certain amount of effort and space to get acquainted with the farmer.

"Secondly, you have to persuade him that you have something of real service to him, that you are a reliable manufacturer that you are prepared to stand behind your products and see that they give satisfaction.

"It is impossible to convince the farmer in two or three advertisements that you are really sincere in your selling motives and that your goods are just the kind he should buy if he is in the market for the line offered.

"In this connection it might be well to point out that the farmer has peculiarities which demand that he be catered to in a way different from men engaged in other callings.

"His outstanding peculiarity has reference to the very considerable thinking he employs before he invests. He has time to think because of his isolated position.

"Regard for a moment his position in the field, the bush, or the stable, plodding away at his work. The mind of every normal person is busy all the time. He thinks as he works. The work in which the farmer is engaged, however does, not call for that concentration of thought that is required in commercial or professional activities.

"Let me enlarge on this point. The man writing an advertisement must, necessarily, have his whole mind focused on his work.

"On the other hand, the man standing between the handles of a plow, chopping wood, or grooming an animal, is not required to concentrate his thought on his work to the same extent as does the advertisement writer. The farmer has time to think about something else.

"Consider the thoughts that are uppermost in the mind of the farmer as he is performing his daily work at this time of the year around his barns and stables,—built years ago on the old lines,—wooden floors and gutters more or less out of repair.

"What are his thoughts?

"While he works, he plans how much more lasting cement would be than lumber, how much easier it would be to keep the stable clean and in good repair, how much it would require to replace the old floor, when the work can best be done, the cost, until, finally, there flashes across his mind the thought of having seen an advertisement in his farm paper featuring a modern stable conveniently constructed of cement. The next issue of the same paper brings home another striking message from the cement manufacturer and so on and so on until the times come when he cannot resist the temptation to tear up the old floor and put down one of the kind he has seen so widely advertised and illustrated.

"At another season of the year the farmer, at a great expense of sweat and effort, is forking hay into a wagon and later forking it off again, by hand into the barn. He has performed this effort for many years, but just now, by reason of his improved financial circumstances he is recalling that hay loading and hay-forking equipment he has seen advertised in his favorite farm paper and finally agrees that the time has come when he can afford to substitute these labor-saving devices for manual labor.

"So the kind of farm advertising that pays is the type that keeps everlastingly at it, remembering all the time that you are coaching men up to the point where they are going to buy, in very much the same fashion as the rugby player coaches his team until they are ready to step out into the field and win the great victory.

"Another thought worthy of discussion is that the manufacturer who had a product for which there is only a demand at certain seasons of the year should start his publicity well in advance of the time when the farmer will be actually requiring the product. Take, for instance, the maker of potato diggers. It would be absurd to argue that potato diggers should be advertised the year round. The farmer is a seasonable buyer. He does not tie up his money in machinery not required for several months. In the case of a potato digger he would probably buy one in late August or September, but the manufacturers advertising should start well in advance of this time, say about June, and be continued right up to potato harvest time.

"Then again the advertising that appeals to the farmer must be written from the standpoint of giving information and instruction, rather than from the sole viewpoint of getting business.

"In other words, it must be of the educational propaganda type.

"If you can convince the farmer that an automobile means more pleasure for himself and family, with contented boys and girls in the rural home, quicker transit in getting to and from the markets, coupling these circumstances with the argument that the particular car you have to offer has certain improvements and advantages which particularly fit it for the use he wants to make of it, then you need not worry about getting the order.

"All of which merely emphasizes my previous contention that the farmer of to-day does his own thinking, does it as he works, and he reads and responds to the advertising that is written from the broadest possible viewpoint of service.

"I referred at the outset to the greatly enlarged market which the needs of the present day farmer represent in contrast to the requirements of the rural home of twenty years ago.

"In many parts of the country we have to-day electric light and power and consider for the moment the vast volume of necessities, comforts, and conveniences in the way of equipping the rural home which this public utility creates in the line of electrically driven machinery and home appliances.

"The introduction of rural mail delivery has been another factor in changing the viewpoint of the farmer in the matter of conditions of life, while the automobile has been a great education in enlarging his outlook and causing him to desire those recreations and luxuries which were previously denied him.

"As to the equipment of the rural home of to-day, it may be of interest to review the results of a questionnaire mailed to 1000 subscribers to *The Ottawa Farm Journal*. One thou-

(*Continued on page 97*)

The Globe

has no parallel in circulation among all the morning Dailies of Canada, and no parallel in prestige among ALL Canadian Dailies, morning or evening.

The Globe has never given a circulation premium or held a circulation contest. No morning paper in Canada which has not attracted readers by premiums or contests has ever attained one-half The Globe's present circulation.

The Globe carries most general advertising in its field. It is paid higher advertising rates than any other Canadian Daily, yet its rate per thousand of circulation is only .172 cents per line, while the average rate of ALL American morning papers is .225 cents per line, per thousand of circulation.

W. G. JAFFRAY
President

The Globe
TORONTO
Member Audit Bureau of Circulations

Wm. FINDLAY
Bus. Mgr.

BRANCH ADVERTISING OFFICES:

UNITED STATES
Verree & Conklin, Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg

CANADA
EASTERN OFFICE
303 McGill Bldg., Montreal, Que.,
H. J. Elder, Mgr.
WESTERN ONT. OFFICE
22 Main St. E., Hamilton,
J. P. McBride, Mgr.

GREAT BRITAIN
T. R. Clougher,
Royal Colonial Chambers,
17 Craven St.,
London, W. C.

Farm Papers That Rea
Western Can

Fully 65% of the population of Western Canada live on farms.

Here is a fertile but profitable market.

As farmers cultivate their ground to produce greater crops---so is this Western Canada market open to the advertisers who properly cultivate it.

The farmers of Western Canada are far richer than in any other part of the Dominion---they produce far greater agricultural wealth.

There is no limit to the value this market offers.

Since it is an unlimited market---there is---only---the question of how to reach it effectively.

The farm papers of Western Canada are by far the most effective---and most economical means of reaching this great buying power.

This year the buy
Canada farmers wi
before. They wil
tractors, trucks, au
tires, lighting pla
household and fa
kinds, etc.

Over 200,000 of the quarter of a million farmers in Western Canada subscribe to one of these journals.

In no other field is any paper looked upon by the reader with as much interest as the farm paper is by the farmer.

Consider carefully this profitable farm field when preparing your Advertising campaign for Western Canada. Go thoroughly into the honest and valuable claims we present for reaching this field.

The Associated Farm Jou

"Canadian Power Farmer"
Formerly Canadian Thresherman and Farmer
(Monthly) WINNIPEG *(Member A.B.C.)*

"Farmer's Advocate"
(Weekly) WINNIPEG *(Member A.B.C.)*

200,000 Progressive da Farmers

a second "Bible to the farmer, to his wife and to his children.

, the farmer finds just the reading he desires---how he can solve his many blems---new ideas that may benefit him---and all of the latest market news. It is ntially these things in which the farmer is vitally interested.

wer of Western larger than ever nt thousands of biles, automobile arm machinery, quipment of all

For his family---the wife finds an interesting woman's department---and the children real educational and entertaining features.

The natural result is that the farmer uses these papers as his guidance for buying. From their pages he selects his purchases. Therefore the manufacturer whose advertising appears in their columns receives his share of the farmers' business.

Further, these farmers of Western Canada can by no other means of publicity be reached as economically as through these farm mediums.

s a purely a localized field in which the farm paper is supreme.

ertising in them costs less than ¾ of a cent per thousand, with no waste ılation to pay for even at this low cost.

ulation. rates and all other information and data can be obtained n any or all of these farm papers, from their special advertising esentatives or from any advertising agency.

als of Western Canada

"Grain Growers' Guide"
(Weekly) WINNIPEG *(Member A.B.C.)*

"Nor'-West Farmer"
(Semi-Monthly) WINNIPEG *(Member A.B.C.)*

Marketing
and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance. Single Copies 25 cents.
ADVERTISING RATES, 15c. an agate line per insertion. Special contract discounts on application. Forms close 20th of the month preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XIV, No. 2 FEBRUARY, 1920

NEW ADVERTISING DATA READY

THE new 1920 edition of LYDIATT'S BOOK, "What's What in Canadian Advertising," is off the press, and as fast as copies are received from the bindery they are being mailed to those whose orders have already been received.

You should get your copy now, so that you may have twelve months use of it. Probably there has been no previous year when the possession of this book will prove so great a convenience. As a record of advertising rates, circulation and other data regarding Canadian publications it proves a right handy informer and reminder.

There's hardly a publication of any importance whose rates have not changed during the past year. You'll want to know what the 1920 rates are—and LYDIATT'S BOOK will tell you. You'll want to know, too, how the new engraving prices figure out, and here we have the complexities of the chart simplified.

More complete information regarding trade journals is given in the new edition—correct column sizes, publication and closing dates, detailed circulation figures, advertising rates, and other details you'll frequently have to look up.

For purpose of comparison with rates prevailing in Canada condensed data is given regarding the circulation and advertising rates of representative U. S. daily newspapers, magazines and farm papers. If you think some Canadian publishers are charging you too high a rate, LYDIATT'S BOOK will tell you how they compare with similar publications across the line.

The new book also contains the list of house organs published recently in MARKETING, with some corrections—and the usual complete market statistics, brought up to date.

Altogether it embraces so many kinds and such complete information for the sales or advertising executive that it is little wonder that few now care to be without this handy helper. The price remains at $3.00 a copy. Shall we send you one?

* * *

MUZZLING THE PRESS

WE had begun to think that advertising was no longer looked upon as patronage—to be doled out in grateful appreciation to a servile press. The past few years has seen this old-time attitude departed from by Government departments to such an extent as to warrant the hope that advertising had at last cleared itself of any suspicion of graft.

When lo! the dragon reappears in another sector. Through his disguise we discern the person of a "business man." As we inspect the beast, we are shocked to hear a snarl, which in every-day English we interpret as saying: "No, sir, not a dollar's worth of my advertising goes into any paper which is supporting the agitation for tariff reform!" (Business of a couple more guttural growls and a fierce bloodthirsty flash in his google-eyes).

Have you seen him around, looking for whom he may scare off the premises? Have you heard his invitation to "Come on, this'll do the trick!"?

Doesn't it seem unbelievable that ordinarily level-headed business men will become so unbalanced in their desperate earnestness to maintain an adequate tariff protection that they will stoop to the use of their advertising "patronage" in an attempt to muzzle the press?

Yet they're actually doing it. Actually paying a man to encourage them in their foolishness. Apparently they believe that this sort of thing will help protect protection. When, as a matter of fact, we can imagine nothing better calculated to kindle the blaze for the most rabid free-trade fire-brands than such attempts to control the editorial attitude of the press.

It can only have the effect of greatly strengthening the determination of the "opposition," adding to it every publisher who refuses to wear a dog-license. It will carry the impression broadcast that the manufacturer's side of the argument will not stand much discussion—therefore this attempt to choke it off.

A few manufacturers seem determined to adhere to this policy in the placing of their advertising for 1920. Strangely enough, the heftiest wielders of this big stick stuff are Canadian branches of American firms. Gradually we will be able to spot most of them—then in turn we can spot the newspapers and other publications which enjoy the favor of their "patronage." Then we'll know where to place the blame if business suffers for their foolishness, as it undoubtedly will.

* * *

HOLD UPS

THE spirit of the brigand and pirate of older days is abroad in Canada as in other lands. As it affects one class of individuals we see it expressed in an increased number of burglaries

and "hands up and shell out" street hold-ups. As developed among those higher in the scale it is characterized by the more polite and much misapplied term of "profiteering."

"Hold-up" is a commonly heard word among consumers who never seem to run out of complaints over the high cost of everything—excepting only what they themselves have to sell. Undoubtedly some are taking advantage of a "sellers' market" to charge exorbitant prices. But extensive investigations have disclosed few examples of this.

So far this craze has not affected publishers, many of whom seem strangely loth to charge enough to cover their increased costs of producing publications. But we hear of advertising agents threatening to withhold business from one publisher after another unless he comes across with "more commission." Report has it that one agent recently endeavored to bring about a combine of the bigger agencies to "force" publishers to allow them 25% commission.

On the other hand we hear of advertisers who are determined to force their agency to disgorge some of its commissions, and do business on a flat surcharge over the net cost of publishers' space. If the agent succeeds in getting bigger commissions from publishers, even from some of them, there are advertisers in turn who will demand that he "divvy up."

Usually these "extra" commissions are, however, special and very confidential. They are supposed to insure the publisher exceptional consideration at the hands of the agency. In other words, he is "favored." Is it to be wondered at that an increasing number of advertisers show concern over this question.

There is urgent necessity for standards of agency practice and the establishment of some means by which reasonable regulations may be enforced. The interests of advertisers, agents and publishers alike demand it.

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IS IT WORTH ADVERTISING?

LOOK out for the publisher who "can't afford to advertise." Probably he can't dig up enough good reasons why you should use his medium. The reason lots of things are not advertised is because they're not *worth* advertising.

If there ever was a time when the publisher of a worthy medium could profit by advertising, it is certainly now. Never were advertisers more keen to learn about good mediums. Never have they analyzed more closely the strength and value of publications seeking their patronage.

But the advertiser should not be expected to do all the searching and investigating of mediums which he ought to use. He naturally expects that the merits of worthy mediums will be brought to his attention—often enough to *get* attention. The publications he seldom hears about are generally set down as not worth knowing.

Indeed the same can be said about anything that needs to be sold. Only rarely do we look for things to buy. We expect our trade to be solicited aggressively by those who have what we ought to buy. And advertising is the readiest means of keeping the "goods" before us—keeping ever-present the invitation to buy.

THE RECOGNITION OF AGENCIES

THIS is still a problem with Canadian publishers. Perhaps more so now than at any time in recent years. The split-up in the Canadian Press Association has brought into authority three "agency recognition" committees—one for each of the three groups of publications. If the one previous committee had too little authority to rule the roost, what's it going to amount to divided by three.

The recognition of agencies remains a problem, too, because many publishers will not faithfully observe the recommendations of those who are given the responsibility of investigating and making them.

Some established agents would have such a committee bar out all new applicants for recognition. They fight openly and determinedly, sometimes threateningly, to prevent certain applicants getting the "recognition" applied for. It makes no difference to them if the applicants have all the requisite qualifications. They want the "closed shop."

Other agents are content to have a "free field but a fair one." They make no objection to new agencies being recognized, provided only that they conform to reasonable regulations.

But they do object to agencies being recognized, or remaining recognized, which are mere advertising departments for one or two large advertisers—a mere subterfuge to secure agency discounts. Also they object to agencies being recognized—new or old—which rebate commissions, do business at cut rates, in other words.

All of which argues that a really representative "recognition" committee would be more likely to win and hold the respect and confidence of publisher agent and advertiser alike.

No such committee can be really "representative" which does not include duly delegated representatives from the organizations representing the three parties concerned—advertiser, agent and publisher. A committee made up of five, one each from the three publisher's associations, one from the agents association, and one from the national advertisers' association, would seem the logical and democratic move to make. We believe it would command the respect of all concerned—and would make the quickest progress in establishing much-needed standards of practice, and be in the strongest possible position to secure their observance.

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"HIGH" KICKERS

"IT'S plain robbery!"

You hear it said here and there, about one thing after another which has gone up in price. The clothing manufacturer whose own costs—and prices—have gone up 100% or more, unblushingly calls it robbery when the engraver charges him perhaps 50% more than formerly for the same drawings or halftones.

Some advertisers are calling the engravers pretty hard names after seeing the new scale of engraving charges. Questioned, they admit not having looked into the matter very closely. They know little, if anything, about engraving costs, now or at any other time. "Probably costs have gone up, but certainly not enough to warrant the drastic increases in prices," substantially represents their conclusions.

The national advertisers, at their recent meeting, discussed and "cussed" the "engravers' combine," so-called. The publishers had it on their programs to do the same. But so far we have not learned of any "investigations" which have proceeded further than an exchange of personal opinions, in which "robbery," "extortion" and like terms are commonly heard. Similar "opinions" have recently been rather freely expressed over the pending increase in poster advertising rates in Toronto.

While there is no disposition on MARKETING's part to champion the cause of the engravers, poster or other interests which find occasion to demand higher prices of advertisers—it seems to us that complaints, whether expressed in private or public, should be based on something more than mere opinions.

The same is true of all the various and so often carelessly-made charges of profiteering—the unjustness of which so sorely hurts the tender sensibilities of manufacturers and retailers in many lines of business. "They don't know what they're talking about.—At the higher prices, we are actually making less profit than formerly," we are earnestly assured. Which is doubtless a fact, at least in a great many cases.

Yet in the capacity of buyers, the same indignant individuals make the same sort of charges, with no more basis of fact, against those from whom they buy, when price-increases are announced.

So it seems that there are "crooks in all trades but ours." Or as the quaker might say: "Everyone seems to be profiteering but thee and me, and I have my doubts about thee."

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LIMITING PROFITS

THIS idea of fixing margins of profit is proving rather visionary. It doesn't seem to work out to the advantage of public or profit-taker.

Perhaps one reason is that no authority has yet defined profit in terms that are anything like universally understood or accepted. Another reason is that the margin that is one man's profit proves another's poison.

The big packers pile up millions in profits on a margin of less than 2% over cost. Some other concerns couldn't keep out of the poorhouse or the bankruptcy court working on less than 100% margin between cost and selling price.

Even in the same business, one manufacturer or retailer will grow affluent, another grow grey, working on the same margin of profit. Nor is it sound business for the grocer, for example, to mark his goods on any uniform margin of profit.

The attempt to force retailers or others to take a uniform profit on all goods will not work to public advantage. Articles which sell rapidly can be profitably handled on a small gross profit. Seasonable goods or slow moving lines that "turn" only once a year must be marked at a much higher margin. Same with many specialties whose sale and maintenance require costly sales and service organizations.

Limiting the amount of profit should work both ways, to be equitable. If the clothing merchant, for example, is prohibited from adding more than 33⅓ per cent. to the invoice price—there should be some assurance that he would not have to sell some of the goods at a less margin.

This is the principle of the price-maintenance policy of many national advertisers. It aims to fix a reasonable margin of profit, often based on quick and steady sale, and at the same time assure the retailer that profit by preventing others from underselling him for any reason. Under this arrangement goods which may prove unsaleable are usually taken off his hands. This plan tends to keep prices and profit margins within reasonable and safe limits, beneficial alike to all concerned.

Yet this policy has been persistently attacked by Governmental authorities. We find some Government officials proceeding against those who are trying to protect their legitimate and reasonable margins of profit, while others are exercising the extreme of their authority in "fixing" prices.

On the one hand the Government is attempting to fix prices and profits. On the other, it threatens to jail those who may be conscientiously endeavoring to make this unnecessary, by agreements which keep prices from going either too high or too low.

We commend the price-maintenance arrangements of certain well-known national advertisers to the consideration of those who seek a fair solution of this problem. We believe investigation will show them to assure manufacturer, wholesaler and retailer fair and uniform margins, and the consumer a fair and uniform price.

Fixing a maximum is neither fair nor businesslike, unless a minimum is guaranteed. Protecting the public at the expense of the retailer or manufacturer is too much like the Government-created artificial barriers which protect the manufacturer at the expense of the public. About the latter, we are likely to hear plenty, shortly. Something more needs to be said about the former, also.

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR JANUARY, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total
Grain Growers Guide	4	720	61,894	4,763	56	66,713
Farmers Advocate (London)	5	720	46,110	10,192	...	56,302
Farmers Advocate (Winnipeg)	4	720	42,204	2,324	84	44,612
Canadian Countryman	5	700	41,776	3,760	154	45,690
Nor'West Farmer	2	720	40,827	2,460	504	43,791
Farm & Ranch Review	2	720	31,934	1,836	522	34,292
Farmers Magazine	2	700	27,674	686	440	28,800
Farm & Dairy	5	700	27,421	6,519	...	33,940
Canadian Farm	4	792	25,527	2,231	252	28,010
Maritime Farmer	2	672	17,257	1,649	2,059	20,965
Family Herald & Weekly Star	4	940	78,467	464	7,140	86,071
Ottawa Farm Journal	9	2,432	77,053	2,022	7,514	86,589
Farmers' Sun*	6	2,400	44,924	1,864	1,340	48,128
Farm & Home	5	1,025	32,031	565	1,595	34,191
Free Press Prairie Farmer**	2	1,180	26,151	112	12,494	38,757
Montreal Weekly Witness	4	2,100	15,769	112	4,911	20,792

*Two issues per week, starting with January 21st.

**Only issues for the month owing to shortage of paper supply.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR JANUARY, 1919

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
Maclean's Magazine	1	700	24,479	843	36
Western Home Monthly	1	720	15,915	2,254	25
Everywoman's World	1	800	15,898	1,647	22
Canadian Home Journal	1	800	13,321	1,226	18
Canadian Courier	2	728	12,291	557	17¼
Canadian Magazine	1	224	9,826	920	48
World Wide	5	630	4,557	....	7¼

CANADIAN TRADE FACTS AND FIGURES

Returns furnished by the statistical branch of the Customs Department of the Dominion Government show that Canada's total external trade for the nine months ending December, 1919, show a gain of over $31,000,000 over the corresponding period of 1918. Imports for December, 1919 also show a large increase, though perhaps not a healthy one, in view of the present state of international exchange. Exports of agricultural and vegetable products, as well as of animals and animal products for December, 1919, show an increase over those of the same period of 1918.

One of the most interesting features of this return is the increased movement of textiles and textile products overseas. The December total was $5,039,928, as compared with $1,931,-987 for November.

The detailed figures of this return are shown below:

IMPORTS ENTERED FOR HOME CONSUMPTION

	Month of December			
	1918		1919	
	Free	Dutiable	Free	Dutiable
Agricultural and vegetable products, mainly foods	$3,151,720	$5,316,278	$2,871,042	$13,415,128
Agricultural and vegetable products other than food	3,530,145	1,144,530	5,398,226	2,645,048
Animals and animal products	2,082,538	1,624,525	4,567,168	4,330,299
Fibres, textiles and textile products	7,518,476	8,262,766	7,786,272	13,363,735
Chemicals and chemical products	1,991,605	1,562,975	1,411,519	1,538,931
Iron and steel, and manufactures thereof	4,235,237	9,248,411	1,672,725	12,080,068
Ores, metals and metal manufactures, other than iron and steel	984,452	1,735,569	1,514,225	3,153,717
Non-metallic minerals, and products	3,645,487	6,391,283	4,840,223	4,373,937
Wood, wood products, paper, and manufactures	1,235,098	1,764,761	1,317,140	2,376,573
Miscellaneous	5,711,568	2,213,841	2,364,208	3,532,648
Total	$34,086,326	$39,264,939	$33,743,348	$60,810,08
Duty collected	.....	$11,972,103	.....	$15,905,033

EXPORTS OF DOMESTIC PRODUCTS

	Month of December		Nine months ending December	
	1918	1919	1918	1919
Agricultural and vegetable products, mainly foods	$38,011,134	$41,020,146	$222,137,833	$296,042,015
Agricultural and vegetable products other than foods	1,899,127	3,217,878	17,183,326	24,017,105
Animals and animal products	25,728,254	37,046,321	171,060,844	249,908,522
Fibres, textiles and textile products	2,042,751	5,039,928	22,741,082	23,299,111
Chemicals and chemical products	3,566,144	1,494,002	44,412,589	16,065,217
Iron and steel, and manufactures thereof	7,470,524	8,396,606	53,867,726	61,677,762
Ores, metals and metal manufactures, other than iron and steel	6,963,484	5,555,988	60,798,908	38,084,395
Non-metallic minerals, and products	1,562,833	3,505,749	17,272,609	20,843,960
Wood, wood products, paper, and manufactures	11,654,817	18,528,253	117,502,326	156,206,195
Miscellaneous	9,075,333	9,736,934	220,298,113	55,701,092
Total	$107,974,401	$133,541,805	$947,275,356	$941,845,375

RECAPITULATION

	Month of December		Nine months ending December	
	1918	1919	1918	1919
Merchandise entered for consumption	$ 73,351,265	$ 94,553,432	$706,815,340	$730,942,599
Merchandise, domestic exported	107,974,401	133,541,805	947,275,356	941,845,375
Total	$181,325,666	$228,095,237	$1,654,090,696	$1,672,787,974
Merchandise, foreign, exported	2,654,121	4,139,512	21,926,129	34,809,416
Grand Total Canadian Trade	$183,979,787	$232,234,749	$1,676,016,825	$1,707,597,390

Canadian exports this year exceeded those of 1918, but were well under the 1917 total, the totals being, respectively, 1917 $1,593,196,049, and 1918 $1,243,729,772. Canada is, therefore, keeping well up towards her war volume of export trade, and her import trade as well. The balance of trade in 1919 was $353,912,672 in favor of Canada.

From the United States the imports were $740,580,225 and the exports to the southern Republic $454,686,294, leaving a balance against Canada of $285,893,931, as compared with $308,154,155 in 1918 and $428,366,460 in 1917. Imports have declined from $829,845,747 in 1917 to the present level, while exports to the United States have steadily increased from $401,479,287 in 1917.

Big Balance with Britain.

With the United Kingdom in 1919, Canada's trade was as follows: Imports, $87,516,819, and exports $528,035,514, a favorable balance of $440,518,695, more than wiping out the United States unfavorable balance. Canada had favorable balance last year with the following countries: The United Kingdom, Australia, British South Africa Newfoundland, New Zealand. Other parts of the British Empire generally, Argentine Republic, Brazil, China, France, Italy, Netherlands, Greece, Roumania, Belgium, Norway, Denmark and other foreign countries generally.

The only countries with whom Canada has an unfavorable balance of trade are the British East Indies, from which Canada buys $13,411,325 goods and sells $6,508,195; British Guiana, from which we get goods valued at $8,065,019 and export goods worth $2,925,728; British West Indies, with which imports and exports trade respectively totals $10,544,539 and $11,321,072; Cuba $12,565,712 and $5,642,675; Japan, $12,697,203 and $7,569,410, and the United States.

The Greatest Exports.

The greatest amounts realized from articles exported were as follows: Living animals, $55,748,799, more than twice as much as in 1918; wheat, $156,004,868; meats, well over a hundred million dollars; flour, $105,133,191, a million less than in 1918; wood, manufactured and unmanufactured, $132,000,000.

The largest imports were: Iron and steel, $154,021,858; sugar and molasses, $65,500,259; cotton, $71,517,742; coal, $61,000,000, and wool, $46,619,228.

VICTORY LOAN TOTALS

Final returns on the Victory Loan of 1919 as given out recently show total subscriptions of $682,032,215. The number of subscribers was 830,-602, the latter being a considerable reduction from the previous year. In 1918 total subscriptions were $695,-390,250, and the number of applications 1,104,287. Although no official announcement has been made, it is generally thought that the Government will accept $650,000,000 of the subscriptions. A study of the table shows that Ontario more than kept its promise to equal the balance of the Dominion put together, with its $355,000,000, and its generosity is still better shown by comparison with the total of $162,000,000 in the Province of Quebec, including Montreal. While the total number of subscribers showed a considerable decrease, the subscriptions per head of those applying for bonds showed a good increase, the figure being $821.70 in 1919, compared with $629.80 in 1918.

The following table gives the results in the various Provinces, with comparisons:

VICTORY LOAN SUBSCRIPTIONS, 1918-1919

Province	No. of Applications		Amount Subscribed	
	1918	1919	1918	1919
British Columbia	80,315	55,375	$36,633,900	$36,411,915
Alberta	56,813	30,543	18,079,250	17,178,900
Saskatchewan	77,323	34,122	26,072,450	21,712,650
Manitoba	86,972	52,732	44,030,700	41,642,200
Ontario	542,648	455,489	336,055,350	355,739,050
Quebec	161,822	139,938	180,363,150	162,032,150
New Brunswick	31,957	21,778	17,002,550	15,635,050
Nova Scotia	61,000	36,398	33,221,550	28,521,900
Prince Edward	5,406	4,229	3,011,050	3,158,400
Total	1,104,287	830,602	$695,390,250	$682,032,215

Ontario again led with ratio of applications to population of one in 5.5, with British Columbia with one in 7.5. In 1918 the figures were 4.65 for Ontario and 5.22 for British Columbia. For the Dominion as a whole the ratio last year was one in 8.6 of the total population, compared with one in 6.53 in 1918. Subscriptions per head of population averaged $94.60, compared with $96.49 the previous year.

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FREIGHT RATE INCREASE UNDER FIRE

Upon transportation the success of modern industry and commerce largely depends, therefore transportation problems always assume a foremost place among business organizations. Two questions of great moment have already come up before the Dominion Board of Railway Commissioners, one being the matter of joint class rates on goods carried on a two-line haul, in connection with which a through rate is being sought as a matter of economy.

The other question involving an increase of 25% in the general freight tariff is the largest and most important item looming up in the transportation world at present. Manufacturers generally feel that a flat increase is not equitable, since an advance in rates on this plan would increase the spread between distributing points Realignment of rates on a systematic basis is demanded by shippers, if not now because of the railways' urgent financial needs, at least in the very near future. If rates are raised, which is practically certain, reforms will be sought in other directions.

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BUILDING BOOMING

Building permits in Canada during 1919 totalled over $75,000,000 of which over $60,000,000 came from Eastern Canada. Building permits during December totalled $4,894,000, almost half of which came from Toronto, an increase of $1,685,000 over the preceding December. The majority of the permits issued were for dwelling houses and garages. The largest totals for the year were rolled up in the following centres:—

	Total	Increase
Toronto.....	$19,819,436	$11,284,105
Montreal....	10,033,901	5,151,028
Halifax.....	5,194,806	2,336,951
Hamilton...	5,087,462	2,615,558
Ottawa.....	3,252,322	675,000
Winnipeg...	2,948,000	897,350
Windsor....	2,601,370	2,031,065

Everything points to a house-building boom of large proportions this year in spite of prevailing high costs of everything entering into construction. The outlook is that operations will be limited only by the supply of such materials. Cost is likely to be a secondary consideration, especially in relation to house construction, for which the demand is now clamorous everywhere. The situation in regard to industrial building is a little more obscure, as many contractors are a little timid about estimating on large undertakings because of the uncertainty of practically every element entering into construction, especially when a fairly lengthy period must elapse between the start and the finish of a big construction job. Even with this handicap, the outlook is for much industrial construction.

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The Canadian Industries Exhibition will be held in London at the Royal Agricultural Hall from June 3rd to 17th, 1920. The exhibits will include practically all goods of Canadian manufacture seeking the world's markets. Up to the present time, about 30,000 square feet, or practically half the available space, has been allotted to Canadian manufactures, many industries being represented. Canadian manufacturers are being strongly urged to be represented at this unique trade exhibition, to be held in the world's second largest exhibition building. A moving picture exhibit of Canadian industries will be held during the Exhibition.

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The Bluebird Manufacturing Co., of St. Louis, one of the largest manufacturers of washing machines and other electrical appliances, in the world, will begin manufacturing these appliances in Brantford in about three months' time. This company is probably best known to the average Canadian business man by its very forceful and attractive advertising appearing in full and double page spreads in American magazines. This industry will be a big asset to Brantford, whose business men have subscribed considerable capital for the new venture.

❦ ❦ ❦

Good advertising typography is first and always easy to read. It is legible. It permits the advertiser to tell his story understandably. It does not tax the eye, side-track the attention nor confuse the mind.

❦ ❦ ❦

The most expensive window trims you can buy are the cheap kind. A window trim is absolutely no good unless you can get it in a window. It is so much better to spend your money on a few good pieces than to buy a lot of junk that finds its way into the merchant's scrap heap.

❦ ❦ ❦

You will always find it wise economy to take a part of the money you intend spending on advertising and spend it on finding out what kind of advertising you should do.

❦ ❦ ❦

AUTOMOBILE REGISTRATIONS INCREASE

Year	Ont.	Sask	Alta.	Man	Que.	B.C.	N.S.	N.B.	P.E.I.	Total
1903.	220			....		..	...		...	.....
1904	535			....		..	...		...	.....
1905.	553			....		..	...		...	.....
1906.	1,176		41							
1907	1,500	54	55	....	254	175	62	....	..	2,100
1908.	1,700	36	45	412	296	263	45	104		2,901
1909	2,400	149	275	662	485	504	69	167	...	4,711
1910.	4,200	531	423	1,524	786	1,026	148	299	...	8,937
1911.	11,339	1,304	1,631	2,599	1,878	2,220	228	483	...	21,682
1912	16,266	2,268	2,505	4,770	3,535	4,289	456	700	...	34,789
1913	23,700	4,659	3,773	5,406	5,452	6,138	511	824	26	50,489
1914	31,724	8,027	4,728	7,001	7,413	6,668	544	1,260	30	67,415
1915	42,346	10,225	5,832	8,027	10,112	7,440	971	1,900	35	87,673
1916	54,375	15,600	9,703	11,953	15,347	8,576	1,728	2,986	50	120,318
1917	84,353	32,500	20,800	17,333	21,702	11,386	5,678	5,249	301	199,302
1918	109,374	47,239	29,500	24,389	28,333	15,828	8,103	6,475	481	269,723
1919	139,288	54,792	34,000	29,163	29,183	19,500	9,900	8,061	999	324,886

During 1919 the total amount of revenue derived by the Government from automobiles amounted to $13,886,097.25—over one-half the amount set aside by the Dominion Government to be expended for the next five years, viz., $20,000,000. This revenue came from duties collected, excise war tax (collected on both domestic and foreign machines) and customs war tax, divided as follows:—

96,037 passenger automobiles, value $9,301,235—duty, $3,255,465.50; customs war tax, $697,614.27; excise war tax, $4,649,450.00. Total $8,602,529.77

2,113 commercial automobiles, value $3,437,464; duty, $1,200,207.90; customs war tax, $257,228.90. Total $1,457,436.80

Automobile parts, value, $9,979,044; duty, $3,077,988.39; customs war tax, $748,142.29. Total $3,826,130.00.

Poster Prices Subject of Criticism

"Unsettled with local disturbances"—to adapt the weather man's phrase—might be a good way of describing the situation in Toronto advertising circles regarding the increase in poster advertising rates for the city of Toronto, which takes effect on April 1st, 1920.

Nor are Toronto advertisers the only ones who are viewing the proposed increase with concern. Toronto is considered by many national advertisers to possess more per capita buying power than any other centre in the Dominion. Therefore, the proposed rate increase for posters in Toronto is more than a local question, especially as many advertisers feel that this increase is but the herald of increases in poster rates in other localities.

In 1916, a full "showing" in Toronto consisted of 150 24-sheet posters at a cost of $1.80 per poster. This was increased in 1917 to $6.00 per poster, and again in 1918 to $7.00. According to the way the average billboard advertiser figures it out, it will now cost him $9.17 per poster, and some are not at all backward in stating that they consider the new rate an out-and-out example of "charging all the traffic with bear."

THE FARMER'S ADVOCATE AND HOME MAGAZINE
PERSEVERE AND SUCCEED
FOUNDED 1866

PUBLISHED EVERY THURSDAY
$1.50 PER YEAR IN ADVANCE

THE BEST ADVERTISING MEDIUM IN CANADA

1866 *LONDON, CANADA* 1920

DOING THINGS

In the January issue of "Marketing," we gave you authentic figures showing our circulation for each year and the average amount of cash paid by each subscriber during the past eight years.

The average amount paid by each subscriber after deducting all commissions was $1.33 per annum.

We now give you, not our figures, but those compiled by the publishers of "Marketing," showing in only a few of the classified sections the volume of advertising carried by

THE FARMER'S ADVOCATE and HOME MAGAZINE, LONDON, CANADA

during the year 1919.

Autos and accessories:
126,035 lines or 28,000 lines more than any other agricultural journal in Eastern Canada.

Farm Implements and Farm Equipment:
195,514 lines or 60,000 lines more than any other agricultural journal in Eastern Canada.

Seeds:
40,694 lines, or 9,000 lines more than any other agricultural journal in Eastern Canada.

Household Equipment:
125,397 lines, or 15,000 lines more than any other agricultural journal in Eastern Canada.

Purebred Live Stock:
133,043 lines, or 45,000 lines more than any other paper in Canada.

What further evidence can you ask in support of our claim that The Farmer's Advocate and Home Magazine is by long odds the leading publication in this Country to reach the best class of farm homes?

When you write the Audit Bureau of Circulations, Chicago, for publishers' statements, insist upon getting information as to:

How many subscribers stop and how many new names are put on each year;

The percentage of renewals each year: our records show 83.23% for year ending June 30th, 1919.

The amount of cash each subscriber pays: our average, after deducting all commissions, for past eight years was $1.33 per subscriber per annum. Subscription price $1.50 per annum in advance.

For rate card, sample copy, etc., address.

The William Weld Company, Limited
PUBLISHERS LONDON, CANADA

The Farmer's Advocate and Home Magazine

(Member of A.B.C. since its organization)

Stabilizing the Canadian Dollar

WITH our dollars discounted by the U.S. due to an adverse trade balance, the commercial and industrial situation in Canada is serious enough. But happily for us it is not so serious that it can not be improved.

THE way out is not through an attitude of passive resistance or by letting things drift, but by action on the part of our manufacturers to offset a condition which menaces the economic health and prosperity of the country.

FORCEFUL, persuasive and informative advertising backed by an intelligent and well-directed policy of selling and production will do more than anything else to increase the output of Canadian products and to restore foreign confidence in our money.

THE experience and specialized knowledge we have gained in dealing with all kinds of sales and merchandising problems are at your disposal in the furtherance of your own plans toward the broadening and betterment of your business. An interview involves no obligation and may be arranged to suit your convenience.

"It's All in the Service"

Norris-Patterson

Limited

ADVERTISING AGENCY

10 East Adelaide Street

Toronto

Under the new arrangement a full showing will consist of 120 posters, *of which 20 will be illuminated.* The cost will be $1100.00 a month, or $9.17 per poster.

The opinion is freely expressed among interested advertisers that these yearly increases have gone past the point when they can be fairly considered as due to increased costs of operation. Moreover, speaking relatively, costs have reached a figure which makes poster advertising relatively more expensive than other forms of publicity—in the opinion of some advertisers, at least. Rates in other media have not jumped to nearly double the figures of two or three years ago, even though they do show lively increases.

Then there is another angle to the situation. Objecting advertisers claim that they are satisfied with the present arrangement of billboards, *i.e.*, they would rather get 150 boards as in the past—even though the condition of some of these still leaves much to be desired—than to accept a lesser number with twenty showings in strategic locations, lighted for several hours each evening. They claim, however, that they have no option in the matter, that the new arrangement must be accepted willy nilly. This they consider altogether uncalled for and entirely too arbitrary.

What Poster People Say

All of which is but repeating the advertisers' side of the controversy. As it takes two sides to make an argument, it is only fair to state what the local poster people have to say on this matter. First and foremost, they assert that the several increases which have gone into effect during the last three years have been due to conditions entirely beyond their control; that these increases have barely covered the constantly mounting costs of labor, lumber, steel, rentals for sites, paste, and other costs incidental to the expense of running a poster plant. They further point out that they have been steadily improving the physical aspect of poster boards and locations—a fact which any fair-minded advertiser will not dispute.

It is contended that the lopping off of thirty locations—the poorest in the city—will be much more than offset by the increased effectiveness of the new full poster showings, due to the lighted boards. These will, in every case, be placed in the very best locations along the most travelled car lines where they will be seen by the maximum number of people each day. The physical condition of the hundred unlighted boards is being bettered

Canadian Countryman on McLaughlin and Chevrolet Lists Stronger than Ever

CONSOLIDATED ADVERTISING SERVICE
TORONTO · MONTREAL · OSHAWA
CANADA

TORONTO OFFICE
MONTREAL OFFICE
BRANCH OFFICE
OSHAWA ONT

BRANCH OFFICE
OSHAWA
ONTARIO

October 24th.
1 9 1 9

Canadian Countryman,
Toronto, Ontario.

Gentlemen:-

I take pleasure in informing you that for 1920 the CANADIAN COUNTRYMAN will be on our list stronger than ever.

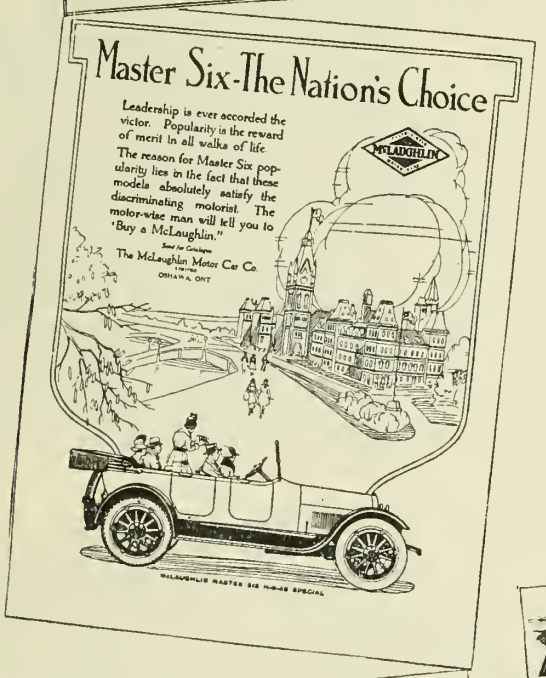
Your high class up-to-the-minute editorial policy is responsible in no small measure for the favorable impression your paper has made upon my clients, General Motors of Canada Limited.

Yours very truly,

CONSOLIDATED ADVERTISING SERVICE.

Milton Bergey

MB/HV


Master Six-The Nation's Choice
Leadership is ever accorded the victor. Popularity is the reward of merit in all walks of life
The reason for Master Six popularity lies in the fact that these models absolutely satisfy the discriminating motorist. The motor-wise man will tell you to "Buy a McLaughlin."
The McLaughlin Motor Car Co.
OSHAWA, ONT

The Light Six-
A GENUINE
McLAUGHLIN CAR
The McLaughlin trade mark is a guarantee of efficiency in the mechanism and quality in the material and workmanship. The McLaughlin LIGHT SIX stands up to every test and cuts down the cost of motoring. Many owners of this model get over 30 miles per gallon from gasoline and eight to ten thousand miles on tires is not unusual
The McLaughlin Motor Car Co., Limited
OSHAWA, ONTARIO

CHEVROLET
Crowd more into the busy day
THE Chevrolet 490 is an investment, not an expense or luxury. Doctors, business men, farmers, salesmen and ladies,—all should use the Chevrolet Four-Ninety and crowd more energy, activity and business into the busy day
The Four-Ninety stands unchallenged in its price class. The electric starting and lighting equipment is most efficient. The car is powerful, roomy, comfortable and economical. The time gained by operating a Chevrolet more than pays for the cost. There also are two larger Chevrolet models on display at the dealers
CHEVROLET MOTOR CO.
of CANADA, LIMITED
OSHAWA, ONTARIO

Analysis of Circulation

of Daily British Whig,

KINGSTON ONTARIO

As based on issue of

December 15th, 1919

City of Kingston, and immediate vicinity.	3,948	3,948
Frontenac County	1,109	
Lennox and Addington	479	
Leeds County	318	
Prince Edward County	54	
Lanark County	28	
Renfrew County	5	
Hastings County	38	
Carleton County	33	
Elsewhere in Ontario	230	
Quebec Province	50	
Manitoba	13	
Alberta	12	
Saskatchewan	23	
British Columbia	9	
New Brunswick	1	
Nova Scotia	1	
United States	129	
Overseas	11	
Total Outside		2,525
TOTAL		6,473

Villages, Towns and Cities in which twenty or more copies are distributed.

Brewers' Mills	31	Wolfe Island	131
Joyceville	37	Enterprise	36
Seeley's Bay	67	Harrowsmith	82
Sydenham	99	Ottawa	30
Sunbury	22	Parham	22
Westbrooke	35	Sharbot Lake	25
Collin's Bay	62	Verona	65
Elginburg	36	Yarker	45
Glenburnie	39	Moscow	29
Inverary	46	Elgin	22
Kingston Rural Route.	118	Gananoque	106
Battersea	83	Mallorytown	35
Bath	10	Picton	10
Napanee	88	Montreal	41
Odessa	96	Toronto	118

every month, every board being brought into Class AA—the highest standard set by the poster association.

The new rates, it is emphasized, are decidedly lower than those now in force in United States cities comparable to Toronto in population and importance—such cities, for example, as Buffalo, Detroit, Cleveland, San Francisco, Indianapolis, and others in this class The new rate is held to be more than fair to advertisers, considering the above facts.

So runs the merry verbal warfare—or perhaps it might better be called "conversazione"—and the final burying of the hatchet does not appear to be in sight. It is true that two or three of the largest users of bill boards in Toronto have decided, for reasons inherent in our competitive age, to accept the new basis—though rumor does say that they do not show much enthusiasm in so doing. Other advertisers have taken the bull by the horns and have determined to register objection by refusing to use posters at the new rates. Others again are apparently sitting on the fence undecided as to which side they desire to fall off on—but they "make no bones" about expressing opinions unfavorable to the new arrangement.

The fact that poster rates in other Canadian cities have not been raised, is no argument against the Toronto increase. It simply means that most other plants are at present hardly in the physical condition to warrant an increase.

E. T. Meredith, President of the Associated Advertising Clubs of the World, has been appointed Secretary of Agriculture in the United States cabinet. He is proprietor of Successful Farming of Des Moines, Ia.

Lea & Perrins' advertisements usually combine specific copy with telling illustrations in a very effective manner, and the advertisement reproduced herewith is no exception to the rule. The display and typographical arrangement is excellent; it pleases the eye, and the gist of the message can be had almost at a glance. The artistic border helps to give distinction to the advertisement as a whole. A possible defect is that the package itself is not shown. This could have been done without destroying the balance of the advertisement by a slight re-arrangement.

ENGRAVING PRICES TAKE ANOTHER JUMP

The new scale of charges analyzed. Minimum size plates principally affected. Increases again cause of much criticism—but most critics not sure of their ground.

ONCE more have those fateful sheets called the "Standard Scale of Prices for Photo-Engraving" reached the desk of the buyer of photo engravings, and once more, with a foreboding due to past experience of disaster to his bank balance, he starts in to try to get some idea of how big a hole the new rates will make in an appropriation that seems to buy less and less of all kinds of publicity each year.

He does not get any farther than the new prices for minimum engravings, before his mental temperature rapidly approaches the "summer heat" point. He finds that he must pay a handsome increase over the January, 1919 figures, which he *then* considered entirely unwarranted. And the farther he delves into the new scale, with his 1920 requirements in view, the worse he feels about it. Consequently the path of the salesman of engravings is not strewn with roses these days.

Here is about the way the increase figures out, taking the classes of engravings most commonly ordered as a basis of comparison:—

	Min. sq. ins.	Cost			Per cent Increase over 1919	Extra per sq. in. above minimum		Increase per cent.
		1918	1919	1920		1919	1920	
Square finished half tones	5	$3.00	$3.50	$4.50	28	12c.	18c.	50
Zinc engravings	5	1.25	1.50	2.50	66⅔	8c.	11c.	37½
Duo-Tone halftones	10	10.00	15.00	20.00	33⅓	60c.	75c.	25
2-col. zinc engrav.	10	7.50	8.00	10.00	25	20c.	30c.	50
Vignetted and clear cut halftones	5	4.00 / 5.00	6.00	8.00	33⅓	25c.	40c.	60
Coarse line halftones	5	2.50	2.50	2.50	none	10c.	10c.	none
Tri-color halftones	10	50.00	60.00	75.00	25	37c.	44c.	19
Quadri-color "	10	50.00	75.00	100.00	33⅓	17c.	50c.	6
3-col. zinc engrav'gs.	20	10.00	15.00	20.00	33⅓	7½c.	12½c.	66⅔
4-col. " "	20	15.00	20.00	30.00	50	10c.	16c.	60

This amounts to an average increase for minimum size plates of 33 per cent. over the 1919 prices, and an average increase per square inch *above* the minimum size, of 37 per cent. This increase for minimum size plates followed a similar increase one year ago. Therefore the average buyer does not feel it necessary to go much farther than this to support his contention that an unfair profit is being demanded by the employing engravers. If his bill for engravings runs into the hundreds, or the thousands, as is frequently the case, he is likely to put his argument in an audible form far from complimentary to the manufacturing photo engravers, whenever this subject comes up for discussion.

In fact, the latter are accused by many buyers of photo engravings of deliberately taking advantage of a "gentlemen's agreement" which, it is claimed, exists—to charge all that the traffic will bear and stick to the scale of prices through thick and thin.

An undercurrent of this sentiment is particularly strong in and around Toronto, because there the situation is particularly acute, competition in prices at least, being almost a thing of the past. In former years a determined buyer usually found a hole in the armor somewhere, if he finally had to use the methods made famous by the "hold-outs" of baseball fame in order to carry his point. This is becoming more and more difficult all the time, partly because of the closer "co-operation" of the master engravers, and partly because of the attitude of the employees' union, which will be discussed presently.

The weakness in the position of many buyers upon this question, however, is that they are not as sure of their ground as they should be. They have seldom taken the trouble to go into the question from all angles. They rest their case too frequently upon suspicion—sometimes invective—rather than upon a careful study of the situation as it exists to-day, and as it has existed for the last two or three years. Vehement declarations that the present scale is "robbery" are not sufficient to prove that this accusation has a basis of fact.

For example, if the protesting buyer will take the trouble to go a little way further than the prices charged for minimum size plates and compare the prices charged for larger halftones at the present rate with those of the 1918 scale, he possibly will be somewhat surprised at the result. In the 1918 scale of prices, engravings above the minimum size were charged for at so much per square inch for the *total area*. In the 1919 and 1920 scale of prices, engravings above the minimum size are charged for on a different basis. The buyer pays first for the minimum area, and then for the number of square inches above the minimum area. One or two examples will show how the two methods work out.

4 in. by 5 in. square finished halftone at 22c. per square inch (1918 price)—$4.40; the same size on the 1920 scale would be charged as follows: minimum, 5 square inches, $4.50, 15 additional square inches at 18c., $2.70, total, $7.20, making an increase of about 64 per cent. in two years, or an average of 32 per cent. per year.

Or take the cost of a halftone plate for a page in the average trade journal, 7 by 10 inches. At the 1918 rate, 22 cents per square inch, the cost would be $15.40; worked out as above on the 1920 basis, this plate would cost $16.20, or less than 6 per cent increase.

In other words, investigation will prove that the increase falls heaviest on the smaller size plates, while on the larger plates the advertiser is actually paying *less* in some cases, than the 1918 prices.

This would seem to bear out the claims of the master engravers, that for years they have been selling all plates of smaller sizes at prices far too low—a fact that has only become apparent to themselves as a result of the work of the expert cost committee appointed by them to go into this whole matter in the most searching manner. Thousands of photo engraving jobs of all kinds in various plants have been investigated, and the result has been that the prices asked in years past for the smaller sizes of engravings have in most cases proven to be below the actual cost of production. A complete new cost system has been the

Send for this Booklet!

The Advertising Scale gives a new angle to consumer advertising. It solves one of the most serious problems the advertiser has had to contend with—the proper and continuous display of store cards.

You will learn some surprising facts and discover some new possibilities in consumer advertising when you read the Booklet "Face-to-Face Advertising."

The Advertising Scale is the newest development in advertising. It is fast being recognized by live advertisers as a potential factor in successful merchandising.

The Advertising Scale will soon be in actual operation in 150 selected locations in Toronto and other cities. The space on these first Scales is sold. Contracts are being accepted for the next 500 Scales which will be in operation very soon.

Send for your copy of the Booklet to-day

Advertising Scales Limited

26-28 Adelaide Street West TORONTO

result, and on the revised cost figures, the new scale of prices is based.

So say the engravers, who make the further claim that photo engraving prices to-day have not increased more than the prices of many other products, and that the increases have been actually below the constantly mounting costs of labor and materials in a number of cases. They state that the new scale of prices gives them only a very moderate profit—the profit which every firm must have if it is to remain in business.

To this the advertiser, exasperated by the apparently endless chain of price increases in everything that he buys, retorts that if these statements as to past losses on the smaller size plates be true, the engraving houses should have gone out of business long ago, instead of showing all the evidences of healthy growth, even during trying war years. He contends that there is an African in the woodpile somewhere, and he would very much like to smoke said African out into the open so that he can get a good look at him.

Trying to Place the Blame

"Suppose we admit, for the sake of argument," said one large buyer of photo engravings, "the truth of the contention of the master engravers regarding the inefficiency of their cost finding systems; suppose we agree that costs have been mounting, what is the chief cause of most of this increase? I think I come pretty near 'ringing the bell' when I say that it is to be found in the arbitrary demands and officious actions of the employees of the various plants, who are banded together in a union just as closely as the Typothetæ ever were. The closed shop is rigidly enforced; hampering rules and regulations are laid down, I am told. These kill individual initiative, and stifle production—which naturally has its reflection in increased costs, for which the buyer of engravings pays—as usual."

When any buyer of engravings reasons in this manner, he is on a mighty warm trail. There is no doubt that an appreciable share of the increased cost of producing engravings is directly traceable to high-handed regulations enforced by the employees' union. The increased wages of this class of skilled labor is only a small part of the bill the engraving buyer must pay. Union restrictions account for more.

For example, would you say that it makes for decreased costs to have an employee who lays on Ben Day work sit in sweet idleness if there happens to be none of this work on hand for a few hours, instead of

A Few Facts for the Fair-Minded

Engravings have not advanced in selling price during the past few years to the same extent as other products employing equally skilled labor.

Increases in charges have not, in fact, kept pace with increases in production costs.

Schedule "F," for example, is based on labor and other costs as of last summer. These costs have since gone up materially.

The new scale is actually lower in some instances in the rate per square inch, above the minimum size plate, than the prices in effect two years ago.

To compare selling prices of zinc and halftone engravings 3 columns wide by 10 inches deep—70 square inches—required for a page in the average trade journal:

	Size	1918	1920
Zinc etching	70 sq. in.	$ 7.00	$ 9.00
Halftone, square finish	70 sq. in.	15.40	16.20
Three-color halftone	70 sq. in.	94.20	127.50

In the same period production costs have gone up about fifty per cent. How has this increased cost been met by the engravers?

It has been made possible by a ***readjustment*** of the selling prices based upon extensive cost records kept over a long period.

It was discovered that certain types of engraving, sparticularly minimums, were being sold at an actual loss, necessitating an increased price on the larger size work. Now the subject of selling price has been readjusted on a fair basis to the buyer, so that every type of engraving bears its proper proportion of cost. This has made possible the selling of engravings of 70 square inches at a very slight increase over the price of 1918, even in face of enormous increase in the cost of manufacture.

Published by the Cost Committee of

The Manufacturing Photo Engravers Association of Canada

"Several Comments on Excellence of Work"

---So writes another satisfied customer in a recent letter regarding the above handsome two-piece colored display cut-out, 34 by 18 inches in size, designed and carried out by the Standard Lithographing service throughout. Here is the letter:---

Dec. 2nd, 1919

Gentleman,

Since delivery of the large size cut-outs, designed and lithographed by you for us, we have had several comments on the excellence of the general layout and color scheme as well as the excellent workmanship and finish. When contemplating using more of this sort of advertising, you may rest assured that we will, immediately, get in touch with your representative.

Yours very truly,
ROCKLAND COCOA CHOCOLATE CO.
G. D. Fisk,
General Manager.

We can give you the same prompt, satisfactory, service in every branch of fine color work, from labels to offset booklets. A trial will convince you.

The Standard Lithographic Company of Canada, Limited

FINE COLOR WORK

LABELS CUTOUTS SHOW CARDS, ETC.

28 Temperance St. TORONTO

taking up other work which he is well able to handle in the meantime? Is there any valid reason why zinc halftones should not be ordered, when they are cheaper than copper engravings, and every bit as effective for certain classes of illustration? None whatever, except that the union says it is "verboten."

Is there any reason why any competent individual or individuals with the neeessary capital should not start a photo-engraving shop at any time, and charge whatever prices *they*—not any external authority—think equitable and profitable? None whatever, except that in cases where the experiment has been tried, it has usually had the one ending—the outsider has finally been forced to join the association of master engravers, or to quit—and this by methods that savored strongly of the tactics used by the Germans in Belgium, and for which, Dame Rumor has it, the union was responsible.

These are but isolated examples showing conditions in a highly-unionized industry, and all in a day's work. It is quite apparent that if at any time the employing engravers are in any danger of making an exorbitant profit, the employees will soon find an ingenious method of making them disgorge. In other words, no matter who gets the profit, the engraving buyer is in the position of the man holding a bottomless bag—he is the loser in any event.

So runs the argument—mostly in a circle, seeming to get nowhere, and with everyone "passing the buck" to his neighbor. But it is quite apparent that the advertiser's discontent with existing conditions is not going to end with mere verbal comment. He is willing that the engraving industry shall have a profit that any competent and disinterested authority may consider as fair—but that profit should be based on the most efficient methods of production.

So the buyer reasons, usually individually, sometimes in gatherings of two or three—or more. But he is certainly protesting—and he is not in the mood to allow the matter to rest. He wants remedial action—by someone, somehow. It is not in the best interests of advertising in general that this matter should be allowed to drag on indefinitely. A clean-up of this vexed question of engraving prices is long overdue, and the sooner it comes, the better for all parties concerned. Who will bell the cat?

✦ ✦ ✦

Kumapart Knff Buttons will be advertised shortly in large space by the manufacturers, Baer & Wilde Co., Attleboro, Mass. The advertising is placed by the Standish Advertising Agency, of Providence.

Over 24,000 lines of paid advertising is carried in the February 15th issue of Maclean's---the first of the 15th of the month issues---successful from the start.

Now on sale and in subscribers' hands---80,000 strong---in all parts of Canada.

Subscription price $3.00 per year---and worth it.

March 15th forms close March 5th. Is your copy in?

Performing a Needed National Service

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

Member Audit Bureau of Circulations

The Maclean Publishing Company, Limited

143-153 University Aveue Toronto, Canada

We Are Materially Increasing Our Appropriation for CANADIAN FARM

---This is a statement made frequently enough to have lost its novelty. It indicates increasing recognition of the exceptional business-pulling powers of CANADIAN FARM, with its unique semi-weekly service to over 30,000 farmers in Ontario, the banner agricultural province of Canada, plus several thousand in other provinces.

Most of these farmers are substantial live stock breeders, who make money and spend it freely for a wide variety of needs and desires. They look to CANADIAN FARM every week for the latest information on general farm and live stock topics. They get what they look for---and more.

A Double Service

They also receive the very latest live stock quotations up to the close of the Thursday markets---quotations compiled by a real market expert---in the **special weekly market issue** which reaches our Ontario subscribers not later than Saturday.

This up-to-the-minute service has saved Ontario farmers thousands of dollars, and has enabled them to make thousands more.

Naturally they are predisposed in favor of CANADIAN FARM---and in favor of your product when advertised therein---because they have confidence in what they read in this publication.

Is CANADIAN FARM down for an increased appropriation on **your** list ?

Advertising Rate—18c. per Line
Sold on a Guaranteed Circulation Basis

Canadian Farm

Member A.B.C.

181 Simcoe St. - - TORONTO

Trade and Class Newspapers Re-organize

Following the decision of the Canadian Press Association at its last meeting to split up into three sections, the daily newspapers, the weeklies, and the trade and class paper section, the last-named section met for re-organization at the King Edward Hotel on January 15th and 16th, with Mr. Acton Burrows, Managing Director of "Canadian Railway and Marine World" in the Chair.

After some discussion on the matter, it was decided that the name of the new organization should be "Canadian National Newspapers and Periodicals Assoeiation," (affiliated with Canadian Press Association). Agricultural, Educational, Financial, Religious, Technical, Trade and other magazines and periodicals who subscribe to the standards of praetice adopted by the meeting, and who have seeond class mailing privileges, are eligible for membership, provided they are not owned by any technical trade, class or professional assoeiation, nor shall they be the organs or mouthpiece of any special interests or business house. It was further decided that the fees should be based on the combined advertising and circulation revenue of each member, for the preeeding fiseal year.

Fifteen directors were appointed, as follows:—Acton Burrows; John Weld, Farmers' Advocate, London; Lionel Davis, Continental Publishing Co., Toronto; Rev. S. W. Fallis, Methodist Book and Publishing House, Toronto; Hugh C. Maclean, Hugh C. Maclean Publishing Co.; Lt.-Col. J. B. Maclean, Maclean Publishing Co., Toronto; C. D. Stovel, Stovel Co., Winnipeg, who constitute the executive committee, the remaining direetors being: J. A. Beandry, Le Prix Courant, Montreal; R. M. Burns, Catholic Reeord, London; F. E. Dougall, John Dougall & Sons, Montreal; Rev. R. Douglas Fraser, D.D., Presbyterian Publications, Toronto; H. T. Hunter, Maclean Publishing Co.; T. J. Tobin, Canadian Countryman Publishing Co.; T. S. Young, Hugh C. Maelean Publications and H. V. Tyrrell, Maclean Publishing Co., of Toronto. The directors at a subsequent meeting elected Acton Burrows President, and John Weld, Vice-President.

Among the by-laws adopted was the vitally important declaration that each paper must agree to supply advertisers with full information regarding the character and extent of its circulation including circulation statements subject to audit by properly qualified auditors. If this declaration is to be enforced, it will make the heart of many an advertiser glad, and incidentally will cause quite a flutter in the offices of some periodicals in Canada, who have been entirely indifferent—so far as any outsider could tell—to repeated requests in the past.

The following directors were elected to represent the association on the Canadian Press Association executive: Acton Burrows, John Weld, C. D. Stovel, J. E. Beandry, H. C. Maclean, H. V. Tyrrell, F. E. Dougall, Rev. S. W. Fallis, R. M. Burns and J. B. Maclean.

A permanent secretary-treasurer will be appointed at the earliest possible date, and a permanent office will be selected. The personal of the various committees will also be complete in the near future.

Write for the Earnscliffe Sample Book

It shows specimens of this very fine Canadian Made Bond---in all standard weights and sizes and in eight different contrasting colors.

Earnscliffe Linen Bond

Each page is an actual business letterhead, some lithographed, others printed in black and colors---giving you a good idea of the all-round utility of this Stock.

It conveys also a very good idea of how to get out a thoroughly high-class letterhead at a moderate cost.

Write for a copy on your regular office Stationery to

ROLLAND PAPER COMPANY

LIMITED MONTREAL

High Grade Paper Makers Since-1882

Makers of the Famous Superfine Linen Record

Journal Building

PROFITABLE ADVERTISING

IF it is true that advertising always concentrates in those media where the best results accrue from each invested dollar, consistent increases in advertising lineage are the most significant signs of a paper's worth.

Spasmodic increases due to special reasons are, however, of little value. Regular growth spread over a period is what counts.

Comparing the total advertising lineage carried in the year 1919 with its predecessor, we find that Foreign Advertising in THE OTTAWA FARM JOURNAL increased by **95,548** lines; Local by **38,284** lines and Classified by **12,945** lines—a total accession of business by **146,771** lines.

Advertising Seed Sown in THE OTTAWA FARM JOURNAL this month will yield a bounteous harvest a little later on.

Make sure that THE OTTAWA FARM JOURNAL has been included in your 1920 schedule.

The Ottawa Farm Journal

OTTAWA ONTARIO

TORONTO OFFICE
J. B. Rathbone, Manager,
95 King St. East

CHICAGO
Chas. H. Eddy Co.,
Peoples Gas Building

NEW YORK
Chas. H. Eddy Co.,
1011 Fifth Avenue Building

BOSTON
Chas. H. Eddy Co.,
Old South Building

LONDON, ENG.
Robert Houston, Effingham House, Arundel St. Strand, W.C., 2

"How do you get so many new subscribers so quickly?" we asked the publisher.

"Oh, we offered $2.50 worth of seeds, and a chance at a $2,000 automobile, with a year's subscription for $1.00."

"Well, you don't make anything at that, do you?"

"No."

"Then what do you do it for?"

"Why just look what a chance it gives us to holler!"

❦ ❦ ❦

R. C. Coleman, formerly of the Canadian Telephone Co., has joined the staff of Saturday Night Studio.

❦ ❦ ❦

It is reported that an extensive newspaper advertising campaign in Canada will shortly commence for Dr. Price's Baking Powder.

❦ ❦ ❦

H. C. Blanche, formerly of the sales staff of Grip Ltd., has taken a position as plant superintendent in the printing department of Willard's Chocolates, Ltd.

❦ ❦ ❦

The advertising department of Goodyear Tire & Rubber Co. has recently secured the services of R. A. Hill, formerly of the service department of the Southam Press.

❦ ❦ ❦

Harold James, of the art staff of Saturday Night Studios, has joined the H. K. McCann agency organization, also Jack Livingstone, a well-known contributor to Canadian periodicals.

❦ ❦ ❦

The magazine and newspaper copy of the Cleveland Tractor Co. of Canada is being placed by the H. K. McCann Co., who also are now handling the advertising of the Office Specialty Co.

❦ ❦ ❦

Claude Sanagen has been appointed advertising manager of Willys-Overland Limited, Toronto, following the removal of Mr. Robertson to the Toronto sales branch. He was formerly connected with The Globe for a number of years.

❦ ❦ ❦

The Advertising Service Company, Ltd., of Montreal is placing the advertising for Canadian Fur Auction Sales Corporation of Montreal. This advertising agency is also placing two campaigns for the Thomas Davidson Manufacturing Co., Limited, of Montreal, one for their general line in the larger dailies, and a stove campaign in a selected list of farm papers and dailies. An Advertising campaign for the Tapeograph has been prepared by the Advertising Service Company for the White Sales Organization of Canada, Limited. This latter campaign will start with a series of advertisements in the trade papers throughout Canada.

❦ ❦ ❦

The Florence Manufacturing Company, of Florence, Mass., are using a list of Canadian newspapers for a special campaign for their Prophylactic tooth brush, through the Geo. Batten Advertising Agency, New York.

When Planning for 1920--- Consider Ottawa First

"FIRST" is a word of great possibilities. In order to be first---one must always be a pioneer or a leader. We do not claim that the Ottawa Dailies are first in size or in age in the Dominion---but we do claim that in their own specific territory they wield such a power---they have such influence and selling force, that for results to be obtained, Ottawa easily stands first in the Dominion, as a city to be considered.

For the amount of money expended, more tangible results are secured for the advertiser in Ottawa than in any other section of the Dominion. For general corroborative evidence---note these five general reasons.

1. Ottawa is the market place of the rich section of Central Canada.
2. Ottawa has money to spend. Its three principal pay-rolls amount to over $25,000,000 each year.
3. Ottawa has the desire to buy. Its people like and demand the best.
4. Ottawa has a population—including Hull and suburbs—of about 140,000.
5. Ottawa as the Capital of Canada has influences which cover the whole Dominion.

Many other more specific arguments are at the disposal of any who wish to write for them.

The columns of the Ottawa Daily newspapers are necessary for you if you desire to be "first" in your line in the Capital City.

Be "First"---Tell your story in the Capital City by using the

Ottawa Daily Newspapers

Ottawa, Canada

The Journal
Dailies

The Citizen
Dailies

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

In These Days of High Costs 30,000 Circulation at 5c. Per Line Sounds Good

Especially when the 30,000 daily circulation covers a territory as compact and wealthy as New Brunswick.

Not a town, city or village in the province that the Daily Telegraph of St. John doesn't effectively **cover.**

Not a paper or combination of papers in St. John that so thoroughly **blankets** the city of St. John as does the Times-Star.

Thus the two make one of the strongest combinations of dailies in the land.

Little duplication as your A.B.C. Report will show and a combination rate of 5c. governs — **at present**

The Daily Telegraph—The Times-Star

Morning St. John Evening

The ONLY A.B.C. Papers in New Brunswick

Manager Wanted, for Canadian National Newspapers and Periodicals Association

To act also as Secretary-Treasurer, and carry on the Association's general work, under the direction of the President and the Board of Directors, study the interest of the various classes of publications in the Association, and plan and carry on promotion work in their interest. Applicants should understand advertising and merchandising.

Apply in writing only, stating age, full details of experience, and salary expected. Applications will be treated as confidential.

Address Acton Burrows, President Canadian National Newspapers & Periodicals Association, 70 Bond Street, Toronto.

(*Continued from page 57*)

total profit of those two middlemen as 9 cents out of the consumer's dollar.

The most then that any scheme of saving middlemen's profits could hope to attain would be to save a *part* of this 9 cents. Interest on investment and salaries of managers in place of the proprietor's profits would necessarily reduce the amount that could be saved. Only a narrow saving could possibly be looked for.

But in order to hope for *any* saving, it would be necessary to conduct the distributing operations as expertly as they are now performed and without increase of operating expenses. If the ambition contemplated benefits to any large proportion of the people, it would require that the present proprietors be induced to work for others for a smaller remuneration than they now receive as owners or to supply a new school of managers to take their places. Neither of these alternatives is immediately probable.

This is the second of three articles by Mr. Ingersoll. The third will be published next month.

❦ ❦ ❦

The Motor Show in Montreal, held Jan. 17th to 24th was given an auspicious start by large and instructive Automotive supplements issued on Saturday, January 17th, by the Montreal *Star* and the *Gazette*. These supplements were replete with information of great interest to local motorists, and indicate the interest taken in motoring matters by citizens of the Royal City.

❦ ❦ ❦

R. C. Smith & Son, advertising agents, are moving from their present offices at 171 Yonge St., Toronto, to larger offices situated at 32 Front St. West.

❦ ❦ ❦

A unique sales convention booklet, being an account of the happenings at the recent sales convention of "The House of Ritchie"—the Harold F. Ritchie Co., Limited, Toronto—has reached MARKETING. While called a sales convention, the gathering was anything but conventional or stereotyped in its methods. It was a week of solid work and educational effort, the talking being done by experts in every sense of the word. Just enough pleasure was interspersed throughout the week to whet the appetite of the men gathered in the sessions for more knowledge and inspiration which would help them with the coming year's work. Every line handled by this big manufacturers' agency was dealt with in concise, yet thorough manner, both production and selling methods being discussed. Not satisfied with this unusual conference "The House of Ritchie" sent all their Canadian salesmen to New York for a further week at the New York office, and the factories making the products sold by them a thing probably unprecedented hitherto in Canada.

(*Continued from page 74*)

sand names were selected at random, the first ten names from each of 100 post offices appearing on our mailing lists. To the 1000 communications about 675 replied, and of these

24%	have	Automobiles
22%	"	Gasoline Engines
3%	"	Tractors
3%	"	Milking Machines
28%	"	Litter Carriers
89%	"	Cream Separators
13%	"	Incubators
41%	"	Organs or Pianos
24%	"	Gramophones
2%	"	Cement Silos
22%	"	Cement Barn Floors
44%	"	Telephones
80%	"	Washing Machines
49%	"	All Wire Fences
(51%	"	have all, or partly wooden fences)
13%	"	all metal covered buildings
(11%	"	partly metal and partly wood covered buildings)
76%	"	all wood buildings
22%	"	all metal stable fittings

In conclusion, the speaker, in response to some questions asked, referred to the organization to-day which marks the agricultural interests of Canada as represented in the Grain Growers' Association and the United Farmers of Ontario. The business activities of various farmer clubs, in the near future, would be a factor demanding the consideration of both manufacturers and retailers.

* * *

The Aeroplane in Canada, a new magazine "devoted to the special interests of Aviation and Aviators in the Western Hemisphere" has recently begun publication and contains a great deal of editorial and advertising matter that is sure to be of great interest to followers of this comparatively new science. Typographically it is also very attractive. It is edited by George A. Mackie and printed by Sterling Printing Service Limited, Montreal.

DO YOU KNOW THE TERRITORY?

If not, our SERVICE DEPARTMENT will gladly furnish you with all the desired information concerning the prosperous and profitable district of SOUTH WATERLOO. Since this department is conducted solely for advertiser's benefit you are requested to use it.

Our A.B.C. 4340, guaranteed circulation covers the City of Galt, Preston and Hespeler, and a prosperous rural district.

Your nearest agency can quote you rates.

GALT REPORTER LIMITED
GALT, ONTARIO

Member Audit Bureau of Circulations

Honking your horn

doesn't help so much as steering wisely!

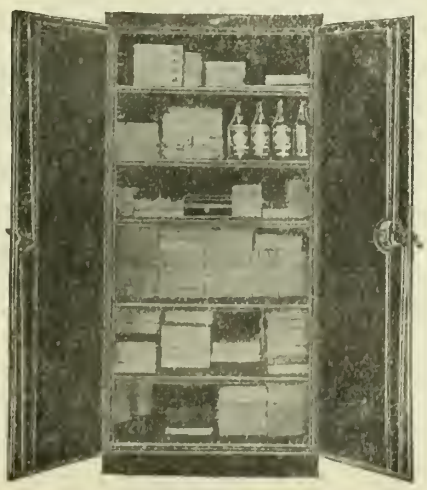
That applies in private life, in the conduct of a business and in advertising.

We are privileged to steer a wise course in Advertising for over a score of very satisfied clients, and are reaping the inevitable reward of the Rotarian motto.

Federal Advertising Agency

T. H. YULL, Director

Dominion Savings Building
LONDON, : : CANADA



The Complete Solution of the Storage Problem

DENNISTEEL *Made in Canada* Stationery Cabinet

Note how it takes care of a dozen kinds of supplies, as well as cash box, stamped cheques, receipts, labels, etc., stationery often damaged by dust and wet, mice and rats. With a DENNISTEEL cabinet, your more valuable material is safe from thieves and protected against fire.

Adjustable shelves make this cabinet elastic enough to meet all ordinary requirements. We make special cabinets to order for other cases. Yale combination locks, best construction and material throughout. Write for illustrated folders.

We also make Steel Wardrobe Lockers, Steel Shelving, Bins, Etc.

Halifax
Montreal
Ottawa
Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Hamilton
Winnipeg
Calgary
Vancouver

It's Bringing Some Astounding Results

Canada's Great Religious Weekly

The Christian Guardian

For instance:

While we knew that **The Guardian** had a strong rural circulation, we did not know ourselves that it would "pull" quite so promptly and generally, as it appears to do. A few weeks ago The Ontario Fertilizers, Limited, used a half-page in one issue. Here are three or four sentences from their letter regarding the results:

> "..... Our ad..... has returned as many enquiries as any agricultural medium which we have used..... The first mail order we received was the result of an enquiry received through the ad. in your paper.
>
> .....From the enquiries we have received, it is plainly seen that you must have a large rural circulation, and for this reason, your medium is well adapted to serve the needs of those industrial institutions who are desirous of placing their commodity before the rural as well as the urban population."

The Guardian pulls just as strongly from the cities and towns as it does from the rural district. Here is one reason—

WE'RE GROWING RAPIDLY

Circulation Sept. 1919—**21,000**
Jan. 1920—**35,000**
and as well in prestige and value to the advertiser.

ASK ANY ADVERTISING AGENCY ABOUT US

THE CHRISTIAN GUARDIAN
TORONTO

One in Every Ten English Speaking Homes

throughout Canada are reached and influenced by the CANADIAN COURIER twice each month.

The homes reached by this national Canadian medium are situated almost entirely in the 85 principal buying centres of the country. They represent a buying constituency of the highest value to any advertiser---as an increasing number of high-class advertisers are proving every year.

The CANADIAN COURIER is aggressive in its editorial policy, and clean in its advertising columns. It merits a high place on your list on this ground alone.

At **35c. per line per issue,** it constitutes the best possible advertising value in high-grade Canadian publications.

CANADIAN COURIER

Member A.B.C.

181 SIMCOE ST. : : TORONTO

The Life Underwriters of the Province of Manitoba are using space in the Winnipeg daily newspapers to further the work of the individual members of the association by calling attention to the paramount necessity of "buying more life insurance in 1920."

The Baker Advertising Agency is placing largely increased space for Carnation Milk in the newspapers. They have also been placing advertising for the wholesale coal dealers of Toronto in Ontario dailies, dominating space being used.

The Dominion of Canada Accident and Guarantee Insurance Company has placed its advertising in the hands of the Baker Advertising Agency. Big space will be used.

The following new members have been added to the Association of Canadian Advertisers since the annual meeting in November:—

S. F. Lawrason & Co., London, Ont., J. R. Moodie & Sons, Petrie Manufacturing Co., and Bird & Son, Limited, of Hamilton, Canadian Champion Spark Plug Co., Limited, Windsor, Merchants Bank of Canada, Montreal, Canadian General Electric Co., Limited, Toronto, Gunns Limited, West Toronto.

G. M. Rae, at one time connected with the Morse International Agency, in New York, and for several years Treasurer of Henry Hope & Sons of Canada, Limited, Toronto, has joined the staff of R. Sykes Muller Co., Limited, Montreal. Mr. Rae has had a number of years' experience in advertising and selling circles.

H. Gagnier, Limited, have bought Brown, Searle Printing Company, also a large building in the rear of the Graphic Arts building, which will give them room for needed extension.

K. S. Fenwick, at one time advertising manager of the Paquet Company, Quebec, and then with Norris-Patterson Agency, and for several years with Consolidated Advertising Service, Toronto, has joined the staff of The Murray-Howe Agency, New York. He entered upon his new duties on February 1st.

W. M. Findlay, who has returned from service with the American Expeditionary Forces, has again joined the staff of J. J. Gibbons, Limited, being attached to their Toronto office. Before enlistment, Mr. Findlay was with the Willys-Overland Company's advertising department in Toledo, and previous to this was connected with J. J. Gibbons, Limited, both in Montreal and Toronto.

The Spring advertising campaign of J. A. Simmers, Limited, seed house, is now under consideration. This campaign is being placed through J. J. Gibbons, Limited, and will be double the size of the 1919 campaign.

Mr. G. Y. Kaufman, who for ten years has been head artist for A. McKim, Limited, Montreal, has resigned to carry on his work as a free lance artist. Mr. Kaufman's work is well and favorably known to many of Canada's largest advertisers, and his many friends will wish him success in his new venture. He will be located at 83 Sherbrooke St. West, Montreal.

♣ ♣ ♣

MARKETING recently received a visit from Mr. S. Wadhams of London, England, who is well known in the British printing trade. Mr. Wadhams has come to Canada to represent The Holeproof Clothing Company, owned by Mr. Thomas Henry Brooks, whose mail order campaigns are well known in England, and it is anticipated that a similar campaign will appear in Canadian publications in the not distant future.

♣ ♣ ♣

The Toronto Teachers' Council is carrying on a campaign in the Toronto newspapers giving pertinent reasons why Toronto teachers should have the 25 per cent. increase in salary asked for. The advertising is stressing the importance of the teachers' work in the production of intelligence, character, etc., and its paramount necessity to the nation at large. Here's hoping that this advertising effort will arouse an overwhelming demand for the increase, though its necessity is a sad commentary upon the present degree of public appreciation of comparative values. J. J. Gibbons, Limited, is handling the campaign.

♣ ♣ ♣

W. J. Healy, for some years advertising manager of *Saturday Night* and the Gagnier publications, Toronto, and later sales manager of the Gazette Printing Co., Limited, Montreal, is back on the *Gazette* staff again after a two years' absence. His friends will be glad to know that he has completely regained his former good health.

♣ ♣ ♣

In the great Forward Movement, recently inaugurated by the five principal Protestant denominations in Canada, the aid of advertising has been invoked in a big way. A large sum of money has been set aside for this purpose by the committee in charge of the campaign. Posters are being used in several cities, also large space in the newspapers throughout the country. A large amount of direct by mail matter has also been prepared. The object of this movement is the deepening of the religious life of the co-operating churches and of the community at large; also the provision of men and money to meet the challenge of present-day needs and opportunities. The initial advertisement in the newspaper series is entitled "Religion is Patriotism." Back of this advertising is the earnest co-operation of many thousands of earnest men and women of the co-operating churches.

♣ ♣ ♣

H. D. Cantlon, has resigned his position with the Baker Advertising Agency, and has joined Consolidated Advertising Service as head of the Copy and Service Department.

The Wealthiest Province
per head is
Prince Edward Island

Population 93,000, wealth per capita $1,274, wealth per family $6,370, value of property $15,700,000, value of farm products $21,000,000, value of fox furs exported $2,050,000, value of fisheries $2,054,000, savings bank deposits $7,500,000.

CHARLOTTETOWN GUARDIAN
DAILY
Covers Prince Edward Island like the dew
A.B.C. *Standard rate card*

Through our
uniquely "different" Canadian
sales-advertising organisation, we offer

To Canadian Manufacturers
A *Complete* Merchandising Service

We plan and execute any part (or all) of a distribution-advertising-sales procedure—to manufacturer, jobber, retailer and consumer.

Service comprehends basic investigations, sales-plans, the direct-by-mail and media advertising (properly apportioned), and the *actual order-getting specialty sales-work*.

When mutually desirable, we will contract (under GUARANTY of RESULTS) to effect *complete trades-distribution* and *consumer-demand*—to do everything but manufacture and ship the goods.

We operate throughout North and South America (in all languages), and will consider the promoting, *anywhere*, of *any* legitimate business or sales enterprise that appeals to our judgment.

Our Canadian staff of thirty Merchandising, Advertising, Technical and Sales experts is "personally directed"—backed by the Management's twenty-five years of association with the largest manufacturers of the United States.

Canadian and U. S. clientele includes some very representative concerns.

Correspondence and professional consultation solicited.

CLARKE HELME LOOMIS LIMITED
GENERAL SALES COUNSEL
New York Chicago San Francisco Buenos Aires
Suite Seventy, MONTREAL, P. Q.
Beardmore Bld'g. Telephone MAIN 680

Prestige
Power
Personality
—Ask Any Quebecer

In the
City of
QUEBEC
THE TELEGRAPH
---ALWAYS

IN SOUTH WESTERN SASKATCHEWAN IT'S

THE DAILY NEWS

MOOSE JAW'S LEADING EVENING PAPER

Covers one of the richest and most productive wheat areas in the Province of Saskatchewan. The purchasing power of the people is exceptionally high and national advertisers should not overlook this field which can be covered successfully through

THE DAILY NEWS

Member of the A.B.C.

Net paid circulation for the three months ending
Sept. 30th, 1919—6160 Total distribution—6506

LARGEST CIRCULATION IN MOOSE JAW

United States Representatives:

DAVID J. RANDALL, 341 Fifth Ave., NEW YORK, N.Y.

A. R. KEATOR, 1411 Hartford Bldg., CHICAGO, ILL.

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

C. J. HIRT, Managing Director

Advertise With a View of Your Plant

Before placing orders, Foreign Trade demands tangible proof of your size, capacity and stability.

The whole story will be told by a glance at an Ad-Art realistic birdseye view of your plant.

AD-ART STUDIOS

Producers of Advertising Art
7 Victoria Block Windsor Ontario

Quality and Service

MULTIGRAPH LETTERS

Best Produced Anywhere

Addressing Folding Mailing

HARRY EDWARDS & SON

E. BENNETT, Manager

152 Bay Street, - - TORONTO

PHONE ADELAIDE 3313

(Continued from page 72

PUBLIC School and Varsity man, whose profession is Photography, desires the HELP of a Lady of Title, seeking interesting and remunerative occupation, to assist in extending his clientele; highest references.

ENGLISHMAN, educated, lonely, widower, middle aged, home from abroad, would like SPEND XMAS with GENIAL PEOPLE.

NOVELIST requires for long voyage, expert shorthand-typist; healthy, young good sailor, not afraid of luggage or savages; small salary and all expenses paid.

TO men of wealth desiring an honourable introduction to the best Society, by an enjoyable, healthy, and not expensive channel.

DRAMA.—Will interested person read disabled Captain's Three Act Play? Any advice or criticism appreciated.

Only one of these advertisements calls for comment; the one beginning "Brontosanous."

About the Brontosanous: I do not know whether Canadian newspapers have been giving space to the alleged existence in Congo region in Africa of a prehistoric monster, or monsters, of gigantic size—with tails 100 feet long. Some describe it as a sort of hippopotamus; some as a sort of crocodile, or lizard; but there are numerous ones who support the stories of recent travellers in the Congo country. Then arose a champion of South America who declares that there exist in the Amazon swamps creatures of fabulous size, and anacondas twice or thrice the length of the common or garden variety of anaconda, with power to hurl themselves a distance of 65 feet—or is it 85 feet? Some, it is true, laugh to scorn the stories of such monsters, and ridicule the men who plan to go a-exploring to bring home the hides of these animals or reptiles from their haunts. Some have conjectured that they have their dwellings in subterranean rivers, and some see in them the sea-serpents that have terrified mariners. These creatures have a market value: the Smithsonian Institute of Washington has offered $5,000,000 for a specimen, dead or alive. It makes jolly reading.

♣ ♣ ♣

Ernest Milling, who has been the Montreal representative of *Saturday Night*, has been transferred to Toronto to assume similar duties in Toronto territory. Ernie will be greatly missed in Montreal, where he has made many warm friends in his several years' residence there.

FIRST IN THE WEST?

First in circulation---First in prestige---First in advertising volume ---that is the unique position of the Winnipeg Free Press in Western Canada.

In 1919 The Free Press carried almost

TWELVE AND A HALF MILLION LINES

thus ranking with the leading six-day newspapers of the continent.

This is the highest "normal" volume ever carried by this paper, and was only exceeded in 1912 during the land boom in the West, when a large amount of real estate and investment advertising was carried.

Over three million lines of classified advertising is included in this total. Such a volume of Want Ads serves to magnetize every piece of copy in our columns.

Winnipeg Free Press

WINNIPEG, MANITOBA

Eastern Representative, E. J. GUY, 302 Royal Bank Bldg., TORONTO

CANADIAN publishers have taken a notable part in the co-operative movement to make advertising more profitable to both advertisers and publishers by making it more efficient.

Proportionately to the total number of publications in the respective countries, Canada leads the United States in newspaper, magazine and farm paper membership in the Audit Bureau of Circulations. But with trade, technical and religious papers, the position is reversed.

Why the exceptions?

Audit Bureau of Circulations

202 S. State Street, : CHICAGO, ILLINOIS

We know we can't cover Kitchener and Waterloo without using The News Record

That's the way a well-posted Toronto advertising man expressed himself recently on the merits of the NEWS RECORD as an advertising medium. He knows the local situation in every detail and always includes the NEWS RECORD in his campaigns for this district. Name given on request.

Only A.B.C. paper in Kitchener. Has a big lead both in circulation and volume of advertising. Rates from any recognized agency, or direct.

THE NEWS RECORD
KITCHENER, - - ONTARIO
Member of A.B.C.

Bound Volumes Marketing A few volumes of the issues for 1918 and 1919 are available at $4 each. If you want one, get it now. Orders should be entered now for bound volumes of 1920's issues.

Selling When Oversold

The saddest thing we have to do these days, is to tell old and new customers that we can't take care of orders with our usual promptitude.

On the other hand, we'll almost move the earth to get a buyer "some boxes to go on with."

More than once we have importuned a competitor to take over a customer so that the customer shall not be let down.

We know this condition cannot be everlasting; and we wish to preserve goodwill meantime.

We recommend paper box users to place open orders with us, and trust to our judgment, and sense of fairness to take care of them. We promise this, that we will not let a buyer down.

W. P. Bennett, *President*

Rudd Paper Box Company Limited

374 Richmond St. West : : Phone Adelaide 1186

British Columbia's Rural Field

Containing a population of 89,000 (farmers and their families), is now available to national advertisers through *Farm and Home*.

Every Post Office in B.C. is covered by our subscription list.

The circulation of *Farm and Home* is over 15,000 paid and constantly growing. An A.B.C. audit is expected in the near future. Advertising rate, 8 cents per agate line.

For further particulars apply to the Advertising Manager.

FARM AND HOME

137 Pender St. West Vancouver, British Columbia

(*Continued from page 66*)

By introducing a credit-point system I have found it comparatively easy to get the best co-operation from a sales force, and the system has made it possible to create contests without elaborate studies of territories in order to equalize quotas.

A Point System

Under a task and bonus system, in one company, the different factors entering into salesmen's daily work are given a value worked out on a point system.

		Points
1.	Calling on prospect.....	5
2.	Call made on enquiry within 3 days of receipt.....	15
3.	Call made on old customer.	20
4.	Call made on new customer.	18
5.	Order received—for each dollar.....	1
6.	Credit of 10% of points for all orders sold on regular terms.	
7.	Credit of 15 points given for calls on inquiries where goods are sold on first call In other words, a combination of points for call on customer and for sale made.	
8.	At the end of each three months a bonus of 10% of points made is given to those who have made their sales quota.	
9.	Daily sales reports sent in promptly each day on the day's work, 5 points for each day and 1 point for each report sent in.	
10.	10 points are given for prompt forwarding of orders, promptness being defined as reports being sent within 24 hours of their receipt.	
11.	Cancellations of orders not resold diminish the total number of points by the number of points credited for the sale plus a cancellation debit of 25 points on each order. Several other organizations have worked out quite elaborate point systems.	

This task and bonus system, in one concern, cut salesmen turnover 29% in five months — increased business 14% in three months—and developed a higher percentage in every important function.

A Constant Check-up Necessary

Perfect it never will be; that is one of the reasons for its scientific value.

The necessity of a constant check-up is one of the fundamental principles of scientific management and unless this check-up is going on constantly, and standards are changed in different territories according to requirements, it doesn't make any difference what plan you use.

One would be justified in thinking that advertising has hitherto utilized almost every possible method of convering its message to the public, but it remained for the Fireproof Can Company of Toronto to sponsor a new one—to Canada, at any rate. That Company has sought permission from the municipal authorities of Toronto to install specially-constructed waste paper cans on the city streets. On the sides of these cans will be placed metallic advertising plates.

POSITION AS SECRETARY

Wanted by a man of good appearance and with highest credentials. Long experience in England and Canada, both in business and political secretarial work. Well educated, a good correspondent, stenographer and accountant. A good salary required, but I can make myself worth more than double the salary I ask. Let me relieve you of routine details. Address

H. K. McCANN CO.
14 King East Toronto

Have You an Opening

for a man with twenty years experience in printing and kindred crafts? Has practical knowledge of "direct and display" advertising. Will produce forceful copy and artistic original ideas. Thoroughly reliable and competent to handle a big proposition—would prefer to take charge of or build up an advertising department for manufacturing concern.

If interested address

B.G.C. care of MARKETING

SALES MANAGEMENT

A "brass tack" magazine that keeps you posted how others are building better salesmen, speeding up sales, putting more pull in sales letters, cutting sales costs, etc. Over 6,000 sales executives read it. Published monthly by leading clearing house for sales information.

Single Copy 25c $2.50 a year.

SPECIAL OFFER: Send one dollar for four months trial subscription and FREE assortment of Salesmen's Bulletins describing plans used by notably successful salesmen to overcome such objections as "Not interested," "Come back later," etc. Money back on request.

The Dartnell Corporation, 1220 Brooks Bldg., Chicago

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete audited report which should be secured from publisher.

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 27,168
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West

Edmonton, Alta., JOURNAL (E) 19,354
The one outstanding daily in Central and Northern Alberta.

Brantford, Ont., EXPOSITOR (E) 9,837
In a city of 5,900 homes has a guaranteed local circulation of over 5,500.

Kingston, Ont., BRITISH WHIG (E) 6,280
Only A. B. C. paper in Kingston or district. A 2c. evening paper selling solely on its merits.

London, Ont., FREE PRESS (M. & E.) 42,092
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., CITIZEN (M. & E.) 3,716
Protects legitimate advertisers by refusing liquor and all medical advertising, etc.

Ottawa, Ont., LE DROIT (E) 9,174
Covers thoroughly Ottawa and Hull's French population, 35,000 and 20,000.

Stratford, Ont., HERALD (E) 3,271
Only A.B.C. paper. Largest circulation, both total and local, and steadily gaining.

Sherbrooke, Que., RECORD (E) 10,491
Exclusively home Daily of 65,000 English people in Southern Quebec.

Moose Jaw, Sask., TIMES (E) 5,473
Largest circulation in its trading territory. Oldest, largest and best medium.

MAGAZINES

CANADIAN COURIER (Bi-W) Toronto 47,385
Now goes into one in ten English speaking urban homes in Canada.

CANADIAN HOME JOURNAL (M) Toronto 38,418
April net paid 39,299. A select clientele of loyal interested readers.

EVERYWOMAN'S WORLD (M) Toronto 107,370
The dominant selling medium in all cities towns and villages throughout Canada.

AGRICULTURAL MEDIUMS

CANADIAN COUNTRYMAN (W) Toronto 37,767
Editorial weight. Large circulation. Record of results.

CANADIAN FARM (S.W.) Toronto 30,023
A farm paper for the producing farmers and the most complete market service in Canada.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,817
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,657
Canada's authority on grocery markets and conditions for 31 years. Particulars on request

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

USE TWO-FOLD LETTER HEADS

in all your business correspondence. By so doing you preserve the impression---creating value of your business letter head intact. A business letter as ordinarily folded reaches the recipient in a mussy and unattractive condition. Our two-fold letter heads are business stimulators. When ordering stationery from your printer, specify Two-Fold letter heads and envelopes.

Are you receiving our little folder. "Quality and Service"? There is a copy for your printer who will find its contents interesting. Send his name NOW to

TORONTO ENVELOPE CO. Limited

119 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY

LORD LEVERHULME

Chairman of Lever Bros., Ltd., makers of Sunlight, Lifebuoy Soap, Lux and other products, and associated with many other large companies in England, recently paid a visit to Canada, touring from Coast to Coast.

Printers' Ink of December 4th contained an article by Lord Leverhulme, "The Soap King," reprinted from "Hello," from which the following extract is taken:

This card in its full 11 x 21 inch size, represents the product with a convincing realism not quite attainable in any other medium.

"The best reserve fund of any business is to be found in the good will of that business.

"The best investment for surplus profits is to expend them on judicious advertising, wisely and carefully planned, and executed with originality and forcefulness.

"These same surplus profits, invested wisely in advertising, then becomes a real "gilt edge" security, and a solid reserve of strength to meet days of difficulty, and to overcome quietly but irresistibly and surely, the most frenzied of competition, and the business thus provided with reserve strength stands four-square to meet and overcome every attack".

Sunlight, Lifebuoy Soap and Lux have been advertised in the street cars of practically every City in Canada for years, and a renewal contract was made recently for several years more.

Street car advertising is judicious advertising. It builds up good will for the meritorious product quietly but irresistibly and surely.

The Canadian Street Car Advertising Co., Ltd.

WINNIPEG OFFICE
UNION BANK BLDG.

EXECUTIVE OFFICE
BANK OF OTTAWA BLDG.,
MONTREAL

TORONTO OFFICE
TEMPLE BLDG.

The Book You Need Now!

New 1920 Adv. Rates, Circulation Figures
Closing Dates, Page and Column Sizes, etc.
All Canadian Daily Newspapers, Magazines, Farm, Trade and Class Journals.
New Poster Rates, Engraving Charges

The Data You Need Every Day

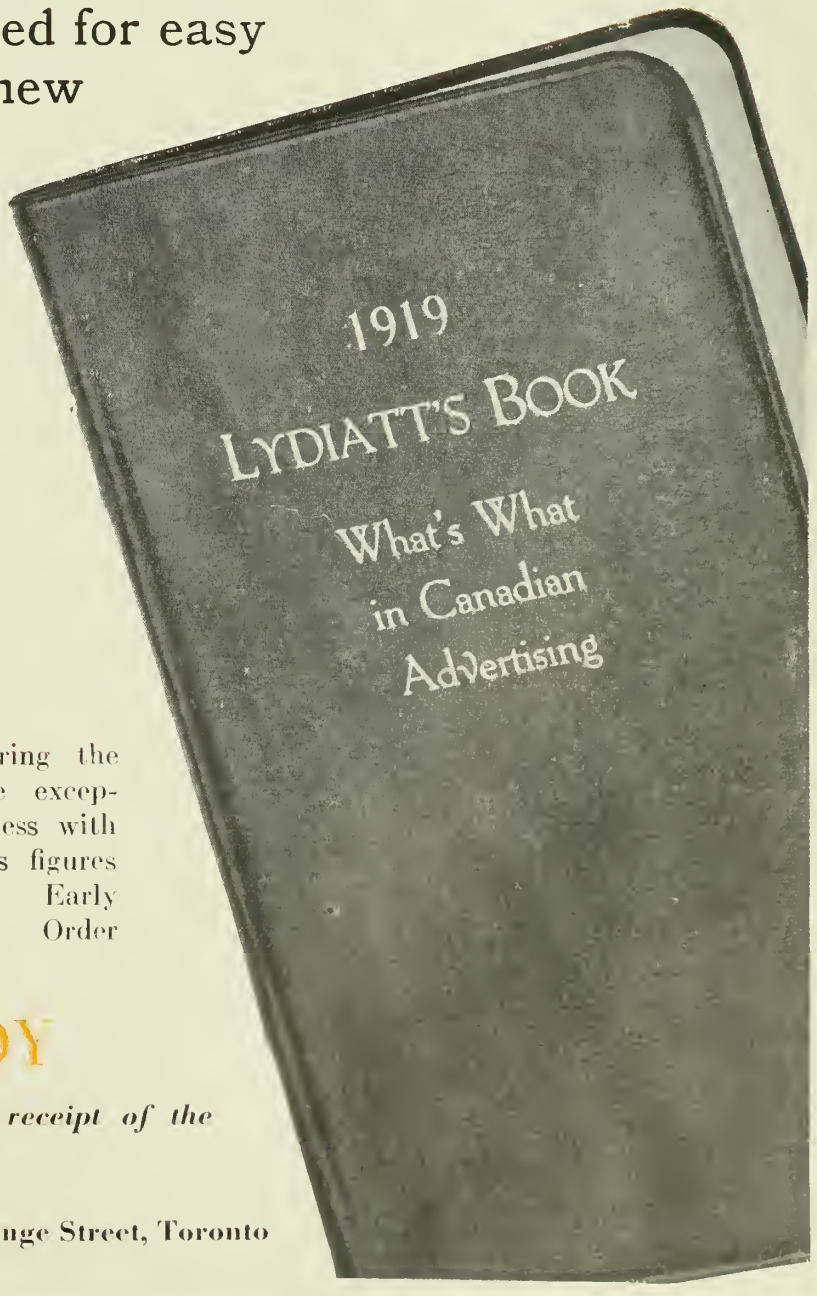
completely revised up-to-date and conveniently classified for easy reference in the new

1920

Seventh Annual Edition

LYDIATT'S BOOK

The Advertisers' Guide to What's What in Canadian Advertising



The many changes occurring during the past year make the new volume exceptionally valuable to all doing business with Canadian publishers. Yesterday's figures won't do for to-day's dealings. Early purchase gives the longest use. Order your copy to-day.

NOW READY

Sent postpaid to any address on receipt of the price, $3.00 a copy.

W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto

SYSTEM SERVICE

WHAT DO YOUR RECORDS MEAN TO YOU?

JUST so many papers—papers which you can thoughtlessly dispose of after they have served your present purpose.

Or do they represent the aggregate of many business transactions? Do you account them the vital goodwill factor they really are—a goodwill factor whose value is dependent upon the ease, accuracy and quickness with which they can be referred to at any future time?

Upon your records the success of your business—perhaps the work of a life-time—depends. Your records must be quickly accessible and carefully preserved if you are to give your customers proper service. To be quickly found they must be properly filed and properly safe-guarded. Have one place for each and have everything in its place.

Proper standardization of records and proper filing insures your business goodwill, saves time and embarrassment for you and for all those on your staff.

"Office Specialty" Standardized Equipment meets every business need—and "Office Specialty" System Service, the result of over 30 years of study of thousands of filing and record keeping systems—is offered to you without stint or limit in the solution of your filing and record keeping problems.

THE OFFICE SPECIALTY MFG. CO. LIMITED

Home Office NEWMARKET Canada

Export Sales Office 360 Broadway New York City

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Calgary Vancouver

OFFICE SPECIALTY

FILING SYSTEMS

Marketing
and Business Management

Edited by
W. A. Lydiatt

The Exchange Situation

Foreign market prospects fade with the drop in European money values.

This means that competition will be the keener for home markets.

To protect your interests in the Canadian field, or to increase your foothold in it, avail yourself of the greatest force in the business world---Advertising.

Let us show you how it should be applied to your particular problem.

A. McKIM, LIMITED

Advertising Agency,

MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED BY W. A. LYDIATT AT TORONTO, CANADA

25 Cents a Copy

MARCH 1920

$2.00 a year

The Neilson Company has been a large user of Poster advertising for a number of years. Their choice of the Poster medium was deliberate, after critical analysis of all mediums. That their judgment has been confirmed by experience is evident in their continued use of Poster Publicity, which has made "Neilson's Chocolates" a household word from coast to coast. The phenomenal growth of the Neilson Company is due largely to their consistent poster advertising.

MAKE up your own list of Canada's BIGGEST advertisers.

Then consider the significance of the fact that most of them use posters. Impressions of bigness are gained by advertising in a BIG way.

BIG advertising can be done most economically by means of POSTERS. Think it over.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative.

Poster Advertising Association

W. W. SCANE, Secretary, CHATHAM, ONT. OF CANADA

OFFICIAL REPRESENTATIVES

LINDSAY, WALKER CO., LIMITED	- - - - - - - - -	WINNIPEG, MAN.
CANADIAN POSTER CO. - -	Lewis Building, St. John Street -	MONTREAL
E. L. RUDDY CO., LIMITED -	11 E. Wellington Street - -	TORONTO
A. R. KENT - - - -	Kent Building - - - -	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building - - - -	TORONTO
HARRY DUKER, LIMITED -	- - - - - - - -	VANCOUVER, B.C.

The More They Know---
The More Highly They Value
Canada's National Magazine

Advertisers and Agency men who have gone into the matter thoroughly—men who are in a position to judge—look upon MACLEAN'S as the one, big, outstanding, dominating influence in Canadian advertising and merchandising.

The only men who do not realize this are the ones who **have not given themselves a chance to be informed in** the matter.

If YOU have not been following MACLEAN'S closely—take copies of any two recent issues, place them side by side, size up the editorial contents as well as the advertising pages, consider the national news value of the articles being featured—then picture such a magazine going twice each month into more than 80,000 of the best Canadian homes, the homes of most intelligent and most progressive people in every community from Coast to Coast, and judge for yourself the tremendous influence that such a publication must have.

The more carefully you study the situation, the more certain you are to appreciate the supremacy of MACLEAN'S as the broad base upon which to build the successful advertising campaign in Canada.

Forms for April 1st issue close March 18th.

Forms for April 15th issue close April 3rd.

It is an advantage all around if you let us have your copy early.

Performing a Needed National Service

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

Member Audit Bureau of Circulations

THE MACLEAN PUBLISHING COMPANY, LIMITED, 143-153 UNIVERSITY AVENUE, TORONTO, CANADA

What Would a Business Man-An Outsider-Say of Your Advertising?

YOU may be spending 2% to 10% of your total business income for advertising.

Is it the best YOU can do?

Is the best that ANYONE can do?

Probably you can't answer either question with perfect satisfaction.

CONSTRUCTIVE criticism would certainly help you—because it is helping scores of others.

The Plan

SEND a complete set of samples of your advertising.

Tell us that you want the advertising constructively analysed.

We will then send you a questionnaire of about 65 questions to answer,—about your marketing scheme, experience, net results, organization, kind and quality of your product.

After which we submit a General Analysis and Specific Recommendation for Improvement.

The fees for this service vary from $250.00 to $3,000, dependent upon the extent to which you wish us to go.

E. ST. ELMO LEWIS

COUNSEL IN SALES, ADVERTISING AND MARKETING PROBLEMS

347 Fifth Avenue, New York City

Going Stronger Than Ever
Despite Our Recent Fire

WHILE we were seriously inconvenienced by the recent fire in our plant, publication was not interfered with.

In spite of great handicaps, we have been able to give both readers and advertisers the same good service which they have learned by experience to expect from The HERALD and The MAIL.

Both of these dailies are growing more rapidly than ever in power, prestige and influence. The ATLANTIC LEADER, the baby of the family, has become a lusty child, with many friends.

In Halifax City alone, there are more copies of The MAIL sold every night than there are homes. In the Province, the three papers **dominate** the situation.

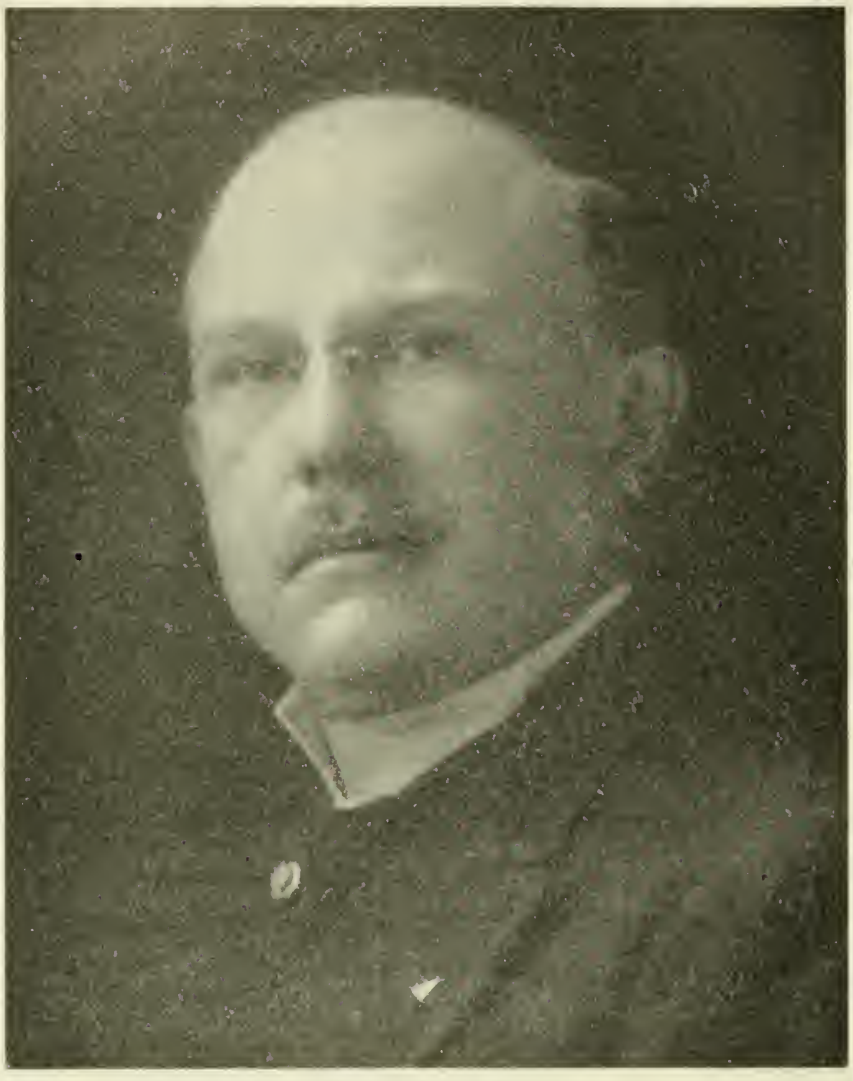
They deserve an increasing share in 1920 advertising appropriations---and they are getting it.

THE HALIFAX HERALD

The Evening Mail
U.S. Representative
George B. David Company
171 Madison Ave., NEW YORK

Member A.B.C.

The Atlantic Leader
W. H. DENNIS
General Manager
HALIFAX, CAN.



E. ST. ELMO LEWIS

Counsel in Organization and Management

Author of "Efficient Cost-Keeping", "The Credit Man and His Work", "Creative Salesmanship", "Financial Advertising", "Getting the Most Out of Business", and other of the foremost books on business subjects. Formerly Vice-President and General Manager, Art Metal Construction Co., Advertising Manager, Burroughs Adding Machine Co. and National Cash Register Co., President Association of National Advertisers; Special Agent, U.S. Department of Commerce; Vice-President National Association of Corporation Schools; Board of Governors, National Institute of Efficiency; Senior Member The Taylor Society.

Who becomes a Contributing Editor of "Marketing", in charge of "Business Management" Department beginning on page 125 of this issue.

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY-FIVE CENTS A COPY TWO DOLLARS A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIV, No. 3 TORONTO, CANADA MARCH, 1920

"OVER THE TOP ON HIGH"

How a new organization has emerged from a war-time industry—scrapping the pre-war product, launching a new one. An authorized interview with the advertiser.

Written for MARKETING by HOWARD NEVILLE

EARLY in 1919 a large, unusually efficient factory organization, specially equipped and tuned up for the quantity production of aeroplane motors had been brought to a stand-still by the cessation of war operations and to a large extent disbanded. Now, a year later, the manufacturing plant has been greatly enlarged and a new organization of over 1200 employees—one-fifth of these returned men—has been built up. Orders for over 16,000 motor cars have been received from Overland dealers. Production is steadily mounting toward the present objective of 60 cars daily.

Such, in tabloid form, is the story of the transformation of a great Canadian war industry to a normal peace basis. In automobile parlance, it indicates how Overland 4—the new Willys-Overland light car manufactured in Toronto—went over the top on "high." Behind the scenes is a modern industrial epic of intricate factory re-organization and expansion which is a well-deserved tribute to Canadian engineering skill, factory management and workmen. Still more interesting, however, to readers of MARKETING is the successful marketing effort which has crowned this remarkable production feat.

It is no exaggeration to state that the brunt of the sales effort employed to send Overland 4 over the top with such a rush has been borne by printed publicity. It could hardly be otherwise. When the first broadside in the campaign to the public was fired late last August, the only finished cars available for public inspection were those shown at the Toronto exhibition. Dame Rumor had been busy for some time whispering about a new light Overland car built on radical lines, which was to appear when production could again be turned into normal channels. The secret was closely guarded until the time was ripe. It was then sprung on the public with all the force of a "strafing" such as our boys used to let loose at the front.

Mr. Motorist's attention was challenged by large advertisements in the daily newspapers illustrating Overland 4 and featuring the fact that this motor car is a new type, combining the advantages of large cars with economy in initial outlay and subsequent upkeep. He was informed that Overland 4 "introduces the most important improvements in comforts to passengers, and in preserving the chassis, since pneumatic tires made motoring possible." This downright statement in itself was impressive enough to arouse curiosity. He learned that Overland 4's patented "triplex" three-point suspension springs create a riding buoyancy which establishes the makers claim of unequalled riding comfort. He also learned for the first time that the new car had been subjected to the most terrific tests over a period of two years in 250,000 miles of demonstration. From these tests it had emerged triumphant.

The phrases "three-point suspension," "triplex springs" and "Overland 4 economy" began to *stick* in the reader's mind. They confronted him in newspapers and magazines. The advertisements therein were particularly noticeable because of their simplicity of illustration, conciseness of copy and free use of white space. In these factors the Overland company are firm believers. These and similar phrases also forced themselves on his attention on painted signs and posters, in dealers' windows and show rooms. Every day in sundry ways, the motorist or would-be motorist was reminded of Overland 4. Naturally he began to feel a healthy curiosity about this new car which promised so much in the way of lightened motoring expense. A visit to the nearest Overland dealer was a logical result.

This educative process has been going on all over Canada in Canadian advertising media. It has been reinforced by the advertising of the United States organization appearing in American periodicals entering Canada. Exceptionally powerful has been the sales stimulus brought to bear upon the Canadian public. Many prospects were more than half sold before talking with Overland dealers. By the time this happened, most of the latter were bubbling over with an infectious enthusiasm. It follows that many interested inquirers became solidly "sold" on the new car even before models were available for demonstration purposes.

That's the sort of dealer co-operation that counts! The barrage of wide-spread publicity must be followed up by "shock battalions" of enthusiastic dealers who do the in-fighting that clinches the victory. But you cannot secure such co-operation without careful planning well in advance of the campaign. Planning and execution in the case of the Overland 4 Campaign were thorough to a degree.

There were exceptional reasons for thoroughness in this instance. Overland dealers in the past always had a number of models to sell. The smallest car in the line—Overland 90—had been advertised very extensively for two or three years past. It was greatly in demand, and had given excellent service. Several larger models also enjoyed an excellent sale. Moreover, with a line of cars such as this to sell, the average dealer was able to do a good business year after year with a limited number of prospects. For example, the prospect who bought a model 90 one year might be persuaded to step a rung or two up the ladder and buy the next larger size—an 85 Four—another season, and so on. In some cases dealers were inclined to look askance at the new deal. The latter gave them only two classes of cars to sell—an Overland 4 in the $1200 class, and a large car in the $4000 class, with nothing in between these figures. They reasoned that selling the new car might mean digging up an entirely new line of prospects. At first thought this was not a proposition to warm up to.

See Overland and Willys-Knight Exhibit at the Bonspiel
Overland
THREE-POINT suspension Triplex Springs of the Overland 4 are new; radical in design, remarkable in comfort.
These diagonal springs give this light, economical, easy-to-handle car of 100-inch wheelbase the road steadiness formerly confined to heavy cars of long wheelbase
WILLYS OVERLAND LIMITED
WINNIPEG BRANCH

Overland advertising commands attention through a characteristic simplicity of display—plenty of white balanced white space

However, careful attention by the dealer was assured once he realized that the Overland Company was staking the whole of the accumulated Overland reputation and good will on Overland 4. Several highly successful previous models were being withdrawn from the market. This in itself was ample assurance that the new car was considered long past the experimental stage and assured of success. The dealer was shown what concentration on one model means, in terms of manufacturing economy, and increased production, present and future. The breadth of opportunity lying before him was visualised. It was pointed out to him that here at last was a car for which almost everyone contemplating the purchase of an automobile was a prospect. It was described as being *so unique in comfort*, and so economical in operation, that comparatively small sales effort would be required to attain greatly increased turnover.

The dealer was also informed regarding the great country-wide publicity campaign which was being placed behind Overland 4. The various dealer helps at his disposal to link up his business with the general campaign were described. He could not help imbibing much of the enthusiasm so apparent in every communication received from the Company.

Dealer's Advertising Helps

Mr. Claude Sanagan, advertising manager of Willys-Overland, Limited, states that the dealer helps consist of colored show cards, booklets, folders, etc., pertinently illustrated. All this literature features particularly Overland 4 "Triplex" springs, so entirely different in principle from the spring suspension of any other motor car made. Handsome felt pennants for street use on demonstrating cars, and electros for local newspaper use are also provided. A plan has been worked out whereby dealers pay a proportion of the expense of certain forms of dealer helps. These consist of painted bulletins and other road signs, pennants, and some kinds of printed matter where it is desirable to obtain maximum distribution.

A bright, snappy 8-page house organ, edited by Mr. Sanagan and appropriately named "The Starter," goes each month to every dealer and helps to maintain selling enthusiasm at an effective pitch. In "The Starter" helpful suggestions regarding increasing sales are given each month. Ideas are exchanged. Happenings in factory and field organizations are given a prominent place. Experiences of various dealers about the way in which Overland 4 is delivering the goods are graphic enough to inspire every dealer who reads them. There seems to be the same tale of success and the same clamor for more cars all along the line.

Two questions regarding the new departure which have arisen in the minds of some students of sales and advertising problems were asked by MARKETING. The first was this: "Why was it considered advisable to completely eliminate all previous models which had given such general satisfaction and which had built up so much good will for the Overland company. Furthermore, why was Model 90, upon which hundreds of thousands of dollars have been spent in advertising during the last three years, discarded?"

The explanation as given by Mr. W. A. Dover, sales manager of the Company, indicates the farsightedness and courage characteristic of industrial management to-day. "A variety of models" he pointed out, "means increased capital tied up in manufacturing plant and raw materials. It means decreased production. This means increased prices to the motor car buyer. When the

The triplex spring, a new and exclusive feature, is given strong emphasis in all current advertising, for reasons explained in the accompanying article

whole manufacturing effort can be directed toward one model, the resultant increased production and factory efficiency mean lowered costs to the buyer. Finished cars and also parts can be sold more cheaply. The tendency of the future is toward a *comfortable, light* car, economical in operation. Overland 4 is such a car. We could not put forth our best effort toward quantity and quality production, if we had continued to manufacture previous models, no matter how popular. Therefore they were discarded."

Overland dealers get advertising co-operation in the form of electros for local newspaper advertising, booklets, folders, pennants—and even show cards and material for window displays. Illustration suggests some of window display possibilities of motor-cars

The second question was, "Why does all Overland 4 advertising feature the 'triplex' spring suspension to the practical exclusion of all other selling points? In most motor car advertising springs receive scant attention." The reply was, "Other cars have good engines, good chassis, bodies and running gear—yes, even good springs. But no other car has, or can have, Overland 4's patented 'triplex' springs. This new three-point spring suspension is so efficient in action that it bears out our claim about completely revolutionizing riding comfort. It is sound policy to call attention to a feature which no other motor car can possess. Later on, when this revolutionary feature of Overland 4 has received the attention it merits, other equally high-grade, though less unique, features will be given adequate emphasis in our publicity."

The present Overland 4 advertising campaign is being continued indefinitely, both as regards advertising to the public and to the dealer. Rightly so, because the motor car is now a twelve-month proposition. As production grows with increased demand and manufacturing facilities, many friends of Overland 4 expect to see this car treading closely on the heels of the ubiquitous Ford in general popularity ere many motoring seasons go by. It is certain that continued effective publicity, plus Overland 4's ability to "deliver the goods," will achieve the ideal of the Overland management—tens upon tens of thousands of Overland 4's giving perfect service in Canada.

The advertising in Canadian publications is still being placed through the Kelley Agency of Toledo, rumors to the contrary notwithstanding.

* * *

THEIR HAT'S IN THE RING

"We'll fight it out along this line if the manufacturer's insist" says a low-tariff advocate in effect—to manufacturers who propose using their advertising patronage as a weapon. Farmers have a powerful purchasing power with which to fight back, and there's no doubt about who'd win out in such a battle. Comment on "Plan to Punish Free Press" in last month's Marketing.

By Geo. F. Chipman, Editor and Manager
The Grain Grower's Guide, Winnipeg, Manitoba

THE Editor of *Marketing* has asked publishers to give him information regarding the boycott which certain protected manufacturers have aimed at the low tariff press. *The Grain Growers' Guide* has already felt the effect of this boycott by the cancellation of quite a number of advertising contracts during the past month. There is no doubt that *The Grain Growers' Guide* is the chief sinner in advocating tariff reduction and has been selected for punishment by the withdrawal of advertisements.

Possibly those gentlemen who expect to force *The Grain Growers' Guide* to change its editorial policy or put it out of business are not very well in touch with the journal that has aroused their displeasure. *The Grain Growers' Guide* is owned by the United Grain Growers' Limited, a Company with 36,000 farmer shareholders in Manitoba, Saskatchewan and Alberta, with a paid up capital of $2,500,000, with a surplus and reserve fund of over $1,750,000, *The Grain Growers' Guide* Limited itself has a paid up capital of $200,000 together with a very substantial reserve fund, and has 76,000 weekly subscribers.

The Guide was established in 1908 for the purpose of serving the Organized Farmers. It has always been, and is yet employed as the official organ of the United Farmers of Manitoba, membership 10,000 farmers, the Saskatchewan Grain Growers Association, membership 36,000 farmers and the United Farmers of Alberta, membership 30,000 farmers. These three organizations together with the United Farmers of Ontario, membership 50,000 farmers, constitute the Canadian Council of Agriculture, which body drafted and published what is now known as the New National Policy or the Farmers' Platform.

The editorial policy of *The Grain Growers' Guide* is to support and advocate the policy laid down and adopted by these organizations which it serves. That is the reason why *The Grain Growers' Guide* advocates the policy of tariff reduction, which is the policy of the organized farmers of western Canada. *The Guide's* editorial policy is not made or decided by any two or three persons, but by the organized farmers, 76,000 in number. *The Grain Growers' Guide* editorial policy is not to be changed nor is it subject to change except as the policy of the organized farmers is changed.

Any attempt to destroy or cripple

The Grain Growers' Guide is, and will be interpreted, as an attack upon the organized farmers themselves.

With this information it should be abundantly clear that the advertising boycott directed against *The Grain Growers' Guide* has not even the remotest possibility of accomplishing its purpose. It is true that the advertising revenue of *The Guide* can be reduced very considerably, but nevertheless *The Guide* will be published every week and be sent through the mails to its 76,000 subscribers. The proprietors of *The Grain Growers' Guide* and the organized farmers are quite capable and are willing if necessary, to provide additional funds for the publishing of the paper. And if they find it necessary to do so, the editorial policy of *The Guide* will be none the less effective on that account.

Those engaged in the advertising boycott have intimated that it is their own business to place their advertisements where they wish. Quite true. It is also the farmer's own business to purchase his requirements wherever he may wish to do so. The readers of *The Grain Growers' Guide* will be kept informed of every act in connection with the boycott and undoubtedly will purchase their requirements from those who advertise in *The Guide*. The farmer in western Canada has done his business in the past on a business basis, and has never stooped to boycott the Eastern manufacturers because they did not agree upon the tariff question, but if the eastern manufacturer sets out to censor the western farmers' opinion he will find it a difficult task. He will find that the western farmer is capable of exercising his displeasure by the purchase of his requirements quite as effectively as the manufacturer can do it by the placing of his advertising.

Although the boycott will absolutely fail in its main purpose of silencing *The Guide*, it will, if it assumes any considerable proportion, accomplish other purposes not looked for. It will educate the western farmers to use their purchasing power as a club in the same way that certain manufacturers are endeavoring to use their advertising at the present time. And if the western farmers are educated to use their purchasing power as a club in this way it will require years for them to change their minds again. Another thing which this advertising boycott may accomplish, and probably will, is to increase the circulation of *The Grain Growers' Guide* to 100,000 weekly in the very near future. In the heat of an election campaign, which probably is not far in the future, this advertising boycott against *The Guide* will certainly be a splendid slogan for gathering votes in support of farmer candidates. When the farmers of western Canada find that certain manufacturers are going to club them into line and make them believe in the protective tariff whether they want to or not, they are very likely to poll their ballots in support of free speech and free opinions.

There are other effects which this boycott will produce if continued that will develop as time goes on. It will certainly however, create a bitterness between the western farmers and eastern manufacturers that cannot be effaced for many years. It will show up the manufacturer who boycotts *The Guide*, because of its policy as a man of the same type of mind as the German war lords who believed that the end justifies the means. *The Grain Growers' Guide* is a legitimate publication and has never sought advertising on other than a business basis, but if the *Grain Growers' Guide* is to be put out of business by the withdrawal of advertisements, then the fight will be a real one. The *Grain Growers' Guide* has the united and solid backing of the organized farmers in western Canada and every resource of the organized farmers will be called into play if necessary to protect the sacred rights of the freedom of the press.

If the manufacturers or the organized manufacturers wish to place their arguments in support of the protective tariff before the readers of *The Guide*, they are at liberty to do so: its pages have always been open and are still open. If they can convert *The Guide* readers to the support of protection, they have a grand opportunity, but the organized farmers of western Canada have a right to their own views and will certainly maintain that right. The *Grain Growers' Guide* is the journalistic advocate of the policy of the organized farmers and will equally maintain its freedom to advocate their policy. If it is to be a fight of the pocket book, then the organized farmers are ready to enter that fight also. The present exchange system is but temporary and if the fight is carried to a finish it certainly will not assist the "Made in Canada" campaign.

It would be good advice to those gentlemen who have hatched up this scheme to put *The Grain Growers' Guide* out of business to remember an old adage that contains a lot of wisdom—"Begin nothing without considering what the end may be."

* * *

Canadian Shoe Manufacturers To Do Co-operative Advertising

Canadian public to be convinced that the Canadian shoe industry merits their good-will by means of extensive advertising campaign

THE latest comer in the field of co-operative advertising is an organization of Canadian shoe manufacturers and allied trades, which is shortly to begin a nation-wide campaign in the interests of "Made-in-Canada" shoes.

Large space will be used in newspapers and magazines, also trade papers, moving picture slides, show cards, and trade literature in various forms. Smith, Denne & Moore, Limited, advertising agents, will handle the campaign.

The particular objects of the advertising are to combat the existing prejudice in the public mind in favor of American-made shoes, and to win good-will for the Canadian shoe industry. We have been mistaken in our impression that Canadian-made shoes are of an inferior quality, and cost us more, than certain imported makes—and the manufacturers propose to convince us of this fact. Canadian shoe makers will contend that the Canadian-made article is actually lower in price and better value, grade for grade, than shoes sold in other countries, especially the United States—and that they are at least equal in styles and workmanship.

The shoe industry, the manufacturers are convinced, has been the target of much indiscriminate and unfounded criticism in various quarters. So it is proposed to place the facts, most convincingly stated, directly before the Canadian public.

It will also be one of the objects of the campaign to impress upon retail dealers that they are neither serving their own nor their customers' interests by discriminating against the home product in the lines they push—as has been done to a greater or less extent in past years. It is even said that many shoes accepted by Canadians as American-made, are actually Made in Canada. Manufacturers and dealers have felt it necessary to brand shoes with Ameri-

(*Continued on page 140*)

MOULDING THE MOULDERS OF PUBLIC OPINION

How a safe and sane press can be secured for Canada by the careful shepherding of advertising patronage.

By G. M. Murray.
formerly General Manager of the Canadian Manufacturers Association.

The accompanying article is the text of a booklet issued last October and circulated very confidentially among Canadian manufacturers by Mr. Murray. Obviously it was not intended for publication. Secrecy may be considered essential to the success of the project, and its disclosure by Marketing may discount its effectiveness considerably, if not entirely. In this event Marketing will feel that it has rendered a service of great importance to the manufacturers as well as the publishers of Canada. Any further comment must be reserved for next month's issue.—*Editor.*

WHEN an unscrupulous scoundrel employs his knowledge of certain facts to enrich himself at the expense of some poor devil to whom the suppression of the truth is a matter of vital moment, we call it blackmail.

When a newspaper lashes a community into a frenzy of indignation over certain abuses which exist mostly in its imagination, and then undertakes to allay the ugly temper of the people by counter propaganda, for which the so-called "big interests" are induced to pay, it is customarily referred to as clever journalism by those who desire to avoid a libel action for calling it what it really is.

In the Spring and Summer of 1918 a certain Canadian daily, which had frequently championed the cause of the Socialists in municipal politics, began featuring to an unusual degree news that in any way reflected unrest or discontent. The fire-eating radical who addressed a small audience of malcontents at some labor meeting was generally honored with a liberal amount of front page space, while counsellors of moderation who addressed large audiences or sober-minded citizens from public platforms were accorded nothing more than inconspicuous paragraphs among the locals.

It pilloried the courts for the harshness of sentences imposed upon men who were preaching sedition. On one occasion it sent a special staff reporter over 100 miles to write up in harrowing style, and with all the local color possible, an illustrated article describing the mournful Christmas of a family whose father had been arrested a few days previously for circulating revolutionary literature. In one way and another it played up the alleged menace of Bolshevism until the ranks of the discontented had become greatly widened and solidified. Then, after carefully sowing the seed in its news columns for a big crop of trouble, it considerately offered to plow the whole thing under, provided the banks, manufacturers, wholesalers and others with large businesses at stake, would subscribe a fund of $31,200 ($600 a week for 52 weeks) to enable it to publish every Saturday for one year a series of full-page, illustrated advertisements denouncing Bolshevism.

The proprietor of this particular publication would assume an air of injured innocence if anyone were to venture the remark that his action was dishonorable. In his editorial columns he frequently denounced as a profiteer the business-man who by hard and honorable work achieves success in the conduct of a perfectly legitimate enterprise—yet in order to earn an additional profit for his own business venture, he did not hesitate to persist in an agitation which caused his community to seethe with discontent. He glories in the freedom and independence of the press—yet by his very action he shows that he was willing to sell out the public in order to line his own pockets.

By reason of the large circulation his paper enjoys, it stands high in the favor of advertisers. A score of space-users are known to have expressed their disgust at its editorial policy yet they keep right on advertising in it, apparently content to buy space and circulation as such and oblivious to the fact that in doing so they are merely feeding more ammunition to an enemy that seems intent upon injuring if not actually destroying them.

Towards the end of May last, another Eastern daily ran a series of editorials dealing with the Winnipeg strike. Long after the real motives behind the strike had begun to appear, it consistently supported the "One Big Union," it approved of the sympathetic strike as a legitimate means to enforce compliance with labor demands, it endorsed the principle of collective bargaining in its broadest and most objectionable form, all the while denouncing the tariff as the fundamental cause making for industrial unrest, and insisting upon its elimination as the price to be paid for industrial peace.

If a newspaper persistently giving expression to such views were to lose the advertising patronage extended to it by Canadian manufacturers it would probably occasion no surprise. Certain it is that if all manufacturers were to withdraw from it, it would not long survive. Yet by actual measurement of the advertising space used by Canadian manufacturers in this paper they were giving it on an average of $200 worth of business every day that this campaign of slander and revolution was kept up.

The business end of any newspaper will always try to influence the editorial end, at least to the extent of seeing that the latter does not offend and drive away the customers whom the former spends good money in securing. The phenomenon just referred to must, therefore, find its explanation in the fact that advertisers pay so little attention to editorial opinion that they do not know enough to be offended and driven away—they just naturally stick, no matter how hard the editor pummels them.

Just after the Canadian Manufacturers' Association issued a tariff statement last January, a prominent Western daily came out with the following choice sample of editorial spleen:—

> "The people of Canada have listened to many a wailing appeal from the manufacturers of Canada in the years that have elapsed since the Conservative Party, away back in the seventies, committed this country to the pernicious policy of high tariff protection. . . . . .
>
> It is questionable, however, if during all these years the manufacturers ever issued such a palpably dishonest, snivelling, disgusting appeal as that handed out this week by the General Manager of the Canadian Manufacturers' Association, by direction of the Executive Council of that body. It is worthy of the despicable, unspeakable Hun who, having plundered, destroyed and mutilated to the limit of his ability, throws up his hands when the hour of retribution comes, and like an arrant coward shrieks 'Kamerad! Kamerad!' The present wailing appeal of the manufacturers indicates how thoroughly frightened they have become on account of the rising tide of national indignation against the present high tariff which is robbing the people and draining the very life-blood of the nation into the pocket books and safety vaults of the big interests magnates."

Considering the fact that some 3,500 manufacturers, including all the large advertisers, are members of the Canadian Manufacturers Association, and presumably interested in maintaining its prestige and influence, one would be justified in supposing that an attack like the above would cause widespread resentment, and be followed by the wholesale cancellation of advertising contracts. But not so. The enterprising editor who wrote this tirade still dips pen in vitriol, and the easy-going manufacturers, whose advertisements cram his columns, still provide him the wherewithal to keep up his pernicious campaign of poisoning the mind and embittering the heart of the West against the East.

A few months ago all the Canadian manufacturers of a certain article joined together in an advertising campaign to create an increased public demand for their commodity. In one Canadian city they had the choice of two mediums—one, a paper which has

What Mr. Murray Thinks of His Own Scheme

"Some business men would no doubt shudder at the very thought of attempting anything so bold as the project here suggested. They might say that at the first sign of pressure the press itself would expose the whole movement They might instinctively shrink from the public indignation that would be aroused at what might be described as a gigantic effort to muzzle the press. They might fear that in some way or other they would be rendering themselves liable to prosecution for conspiracy or to an action for damages at the hands of such papers as might be made to suffer.

"But such fears are groundless . . . . . The whole thing can be put under way easily, quietly, safely and with every prospect of quick results. . . . . Commencing with the New Year, when it could make its full impression on the allotment of advertising appropriations for 1920, the bureau would attain its maximum usefulness, and exercise an influence which no publication could afford to ignore."

always shown itself a fearless champion of the cause of success of Canadian industry, the other a paper which in season and out of season advocated free trade and never neglected an opportunity to denounce manufacturers as a privileged class, who were a burden that all the other people of Canada had to bear. The rates charged by these two papers were exactly the same, yet the syndicate of manufacturers in question deliberately chose the hostile paper in preference to the friendly paper, for no other reason than that the former claimed a circulation 5,000 in excess of the latter.

Had they considered the matter a little more carefully, they would have recognized that their decision was tantamount to saying to the hostile paper: "Abuse us all you like, be as unfair to us as you like; we will continue to buy your space just so long as you have the larger circulation," and to the friendly paper: "Do not imagine that we are going to buy your space just because you have a good word to say for us; all we are interested in is circulation, and you cannot talk business to us until you get up into the same class with the other fellow."

Considering the utter lack of discrimination displayed by industrial corporations, banks, insurance companies and other business institutions in the allocation of their advertising patronage, what possible incentive is there to a publication to champion their cause? Surely business men must realize that it is to their advantage to have the press of the country fair to them and that it is to their disadvantage to have the press unfair. They could have a very much larger section of the press favorable to them if when placing advertising contracts they would show a little more consistency, and take more space in the papers that support their cause than in those which oppose their cause. It is the future they should look to, rather than the present. They may reap an immediate advantage in the form of increased sales by utilizing the hostile paper with a larger circulation; similarly, they may forego an immediate advantage by deliberately choosing a friendly paper with a smaller circulation. The important point they overlook, however, is that a paper can only build up a circulation by the liberal expenditure of money. Papers are sold on their merit rather than on sentiment, and it is the paper which is carrying the most news, attractively presented, and accompanied by the largest amount of feature and copyright material, that is favored by the public, and it can only give this service in proportion as the revenues from advertising make it possible. According as advertisers buy more generously of space in friendly papers, and more sparingly of space in unfriendly papers, they will enable the former papers quickly to overtake and supplant the latter; but according as they continue to favor the unfriendly paper and force the friendly paper to be content with the crumbs of their patronage, they perpetuate a situation which can only add to their troubles.

The newspaper that is fond of showing editorial bias against the manufacturer is usually prone to display the same bias in its news columns. A woollen manufacturer, when giving evidence a few months ago before the Cost of Living Committee of the House of Commons, submitted figures to show that on the previous year's business he had made profits equal to 72 per cent. of his paid-up or nominal capital. While he made it clear that he was employing in his business a reserve that had been accumulating during thirty years, until his real capital was twice the amount of his paid-up or nominal capital, and while he also stated that for fifteen years he had paid his shareholders no dividends at all, the reporters and headline writers dressed up this item of news so as to show the manufacturer in the most unfavorable light possible, giving the item still more prominence by putting it on their front page. Had they wished to be fair, they would have reported the profits as 36 per cent. instead of 72 per cent. of the capital actually employed. Had they wished to be fair, they would have added that this abnormal profit was largely made on export business, which brought foreign money into Canada. Had they wished to be fair, they would have congratulated the company on its good fortune in getting out of a very bad hole. But they did not wish to be fair; they wanted to arouse the indignation of the people by making them believe that the high price of woollens was due entirely to the greed of the manufacturer. So far were their reports from reflecting the conditions of this case fairly that the Chairman of the Committee felt called upon to issue a statement in correction. The papers could not very well refuse to reproduce the Chairman's statement, but they did not give it anything like the same prominence that they gave the incorrect report, and so far as subsequent editorials were concerned, they were nearly all based upon the details as first supplied, showing very clearly animus which even the Chairman's announcement could not remove.

A newspaper actuated by a desire to see that the public is given correct information about the broad, general conditions in any line of business can do a real service to the country at large; a newspaper that has no higher ideal than to be a scandal-monger, featuring all that is bad or questionable, and manipulating partial truths in such a way that wrong conclusions will be drawn, is hampering legitimate business and retarding the growth of the country.

True, the latter policy may enable it to sell more papers; true also, that the more papers it sells the more it is able to charge for its advertising space. But it does not necessarily follow that just because it has a big circulation its space is always going to be in demand. Advertisers are only human. Like the buyers of any other commodity, they expect to receive value for their money. Newspaper space is to them like so much seed which they sow in the expectation of reaping a harvest. If they ever get the idea that the seed they are buying from a certain newspaper will not germinate because of the editorial poison with which it has been sprinkled, they will naturally stop buying from that particular newspaper.

If the unfair type of newspaper has thus far prospered in Canada, it has not been because of its own astuteness, but rather because of the forbearance of its advertising patrons. The wonder is that the constant goading of successful business men, indulged in by a large section of the press of Canada, has not long since driven them into some sort of co-operative movement, having for its object the influencing of more business to those publishers who play fair, and the withdrawal of business from those other publishers who deliberately and persistently play unfair.

For why should not advertisers have recourse to this means of self-protection? Co-operation is one of the characteristics of the age in which we

The Undersigned hereby employs G. M. Murray for a term of.....

commencing.....and ending.....

(a) To ascertain by careful and systematic review, and to determine as correctly as he can, the editorial policy of every daily newspaper published in Canada (foreign language papers and papers published in the Yukon territory excepted):

(b) To ascertain by careful and systematic review, and to determine as correctly as he can, the editorial policies of such other Canadian publications as the undersigned may hereafter specify, or as said G. M. Murray may deem it wise in the interest of the undersigned to embrace within the scope of his investigations;

(c) To furnish information on record in his office or obtained within the period covered by this agreement, concerning the editorial policy of any Canadian publication upon which the undersigned makes demand in writing for a report;

(d) To furnish without the formality of a demand in writing, reports upon the editorial policies of such Canadian publications as, in his judgment, it is in the interest of the undersigned to receive;

(e) To advise, with respect to any Canadian publication (except as aforesaid) carrying advertisements for the undersigned, as to the desirability of continuing, increasing, reducing or discontinuing the space used therein;

(f) To advise, with respect to any Canadian publication not patronized by the undersigned for advertising purposes but apparently suitable therefor, as to the desirability of contracting for space therein;

In Consideration of the work to be performed and the service to be rendered, the undersigned hereby agrees to pay G. M. Murray the sum of.....dollars ($) at the commencement of the above mentioned term.

It is further expressly agreed by the undersigned,

(1) That all information, whether printed, written or verbal, furnished voluntarily or upon demand by G. M. Murray to the undersigned, shall be held in strict confidence, and shall never be revealed to the owners or officers of any publication reported upon, except in such cases and under such restrictions as may be authorized in writing by the said G. M. Murray.

(2) That, while the said G. M. Murray undertakes to exercise good faith, due diligence and care in the performance of the duties herein specified, he does not guarantee the correctness of the information supplied, and shall not be liable in damages to the undersigned in respect thereof.

(3) That the said G. M. Murray reserves the right to terminate this agreement at any time, by refunding to the undersigned the unearned portion of the above-mentioned consideration.

(4) That upon the expiration of the term set forth herein, this agreement may be renewed for a like term by the undersigned again paying to G. M. Murray the above-mentioned consideration, in which event, even though no new agreement shall have been signed, all the conditions embodied herein shall be deemed as continuing in effect.

(5) That the duplicate of this agreement in the undersigned's possession shall be held in strict confidence, and that without the said G. M. Murray's consent, no third party shall either during the currency of this agreement or at any time thereafter, be shown the agreement or made aware of its existence or informed directly or indirectly concerning any of its contents.

(6) That upon the termination of this agreement the duplicate of it shall forthwith be returned by the undersigned to the said G. M. Murray.

(7) That the reports and other printed matter or written advices referred to herein shall be deemed to have been satisfactorily delivered by the said G. M. Murray when mailed, postage prepaid, under personal and confidential cover to.....

.....

(Insert name of individual and such address as will always ensure delivery)

Signed.....

(Must be signed by proprietor or by responsible officer of a corporation)

Dated at..... this.....day of

.....19....

This is the Murray Agreement which Many Manufacturers Have Signed

live. If workmen feel that an employer is unfair, they resort to team play in order to force him to discontinue his unfairness. If advertisers believe that a newspaper is unfair, it should be equally legitimate for them to resort to team play in order to force a change of editorial policy.

The publishing of a newspaper is fundamentally a business proposition. It is a venture undertaken for the purpose of making money. Its salaried editor may hold pronounced views on certain subjects, but its shareholders will permit him to ventilate those views only so long as it is apparent that he is not imperilling the paper's financial success by so doing. What the shareholders are most concerned about is maintaining a comfortable excess of income over outgo. The income from circulation is a negligible quantity, for it is all eaten up in the cost of paper, composition and printing. It is the income from advertising that counts, and no shrinkage ever takes place in that item without a searching investigation as to the cause. Should the shareholders find that the shrinkage is due to an editorial policy which the paper's advertising customers resent they will order a change of editorial policy. If their orders are not carried out, they will secure a new editor. Dividends must be protected, but more important than dividends, invested capital must be protected, and in the publishing game, as those who have tried it very well know, capital has a tendency to disappear with remarkable rapidity unless the paper makes a hit among advertisers.

It is probably well within the mark to say that the manufacturers, banks, insurance companies, wholesalers and brokers of Canada spend $9,000,000 a year for newspaper publicity. If it were possible to shepherd this expenditure in some way, if it were even possible to secure from the advertisers recognition of and adherence to the principle of rewarding fairness and discouraging unfairness, the grounds which business men now have for complaint against the press would largely disappear and other troubles associated therewith would be relieved in proportion.

Apart from the benefits of this kind, which would, of course, be the main consideration, there is no good reason why the advertiser should not gain financially through giving the movement his support. In the field of Canadian journalism there are many publications that are freely patronized by business firms, not because the latter want to, but because they feel that they have to take space. In many cases, when the manufacturer gives a contract to a trade paper or when the insurance manager gives a contract to a financial journal, he feels that he is being held up. He does not expect to receive value for his money. What induces him to sign up is the fact that his competitor is advertising in the medium under consideration, coupled sometimes with the fear that if he refused, the paper might say something to the disparagement of his business. There are, of course, legitimate trade papers just as there are legitimate financial papers, and legitimate labor papers. But generally speaking it is a fact that many publications in Canada are parasites pure and simple, they live off the business man without rendering him any adequate service in return. The disappearance of such papers would quickly follow the reaching of an understanding among advertisers that they would restrict their patronage to useful and legitimate mediums.

Some business men would no doubt shudder at the very thought of attempting anything so bold as the project here suggested. They might say that at the first sign of pressure, the press itself would expose the whole movement. They might instinctively shrink from the public indignation that would be aroused at what might be described as a gigantic effort to muzzle the press. They might fear that in some way or other they would be rendering themselves liable to prosecution for conspiracy, or to an action for damages at the hands of such papers as might be made to suffer.

But such fears are really groundless. They are based on the supposition that an elaborate organization would be necessary, operated more or less secretly and by hard and fast rules, with the ever present danger of a Court investigation out of which they might emerge as criminals. Far from that being the case, the whole thing can be put under way easily, quietly, safely and with every prospect of quick results, by the simple expedient of subscribing to a Bureau which, for a stipulated consideration, will furnish reports upon the editorial policy of any or every paper published in Canada, and advise in every case as to the desirability of commencing or discontinuing the use of space, or of increasing or decreasing such space as is already used. The Bureau's relation to the advertiser would be that of a lawyer to his client; the latter would retain it to give specialized information and advice, and would be free to follow or reject the advice received, according as circumstances or his judgment might direct. The head of the Bureau would, of course, need to be a person well-known to advertisers, one who understood their problems, and whose advice would be taken as dependable. Under the direction of such a person, the Bureau should be able to show results after one month's work, increasing its usefulness in proportion as advertisers worked themselves free from existing contracts and were at liberty to follow the Bureau's advice. Commencing with the New Year, when it could make its full impression on the allotment of advertising appropriations for 1920, the Bureau would attain its maximum usefulness, and exercise an influence which no publication could afford to ignore.

The proposal here outlined for influencing editorial policy has been discussed with a number of advertisers, all of whom are of the opinion that it offers an easily workable method of effecting a much-needed reform. From a close study of the detail connected with the undertaking, the writer is absolutely convinced that the plan can be put into execution promptly and effectively, provided those who are most concerned in converting the press of Canada to safe and sane policies will line up behind it and give it their unqualified support. The question is—will they do it?

G. M. MURRAY,

912 C.P.R. Building,
Toronto, Oct. 1st, 1919.

Head Commerce Board Resigns

Varied reasons are given for the recent resignation of Judge Robson, Chairman of the Board of Commerce, but it is reported that the chief reason is the feeling—which his fellow-commissioners apparently share—that they have not been properly supported by the Government and that there are industries and businesses protected from the Board's jurisdiction. Judge Robson contends that all or none should come under the authority of the Board, even those producing or distributing luxuries, in order that capital, industry and talent should not be diverted from useful to less essential industries. It is further stated that Judge Robson has not always seen eye to eye with his confreres as to what undue profit consisted of, and that he has not been entirely in sympathy with any policy that tended against a free and unchecked course of trade, except under exceptional conditions.

Embargo on Non-Essentials Likely

The embargo recently announced on foreign-held Canadian securities is to be extended to preclude the import of luxuries or non-essentials of all kinds it is rumored. Business men with American connections are particularly anxious over the outlook. The difficulty of defining what is, and what is not, a non-essential will again occupy the centre of the stage, as in war-time, if such a policy is announced. It is apparent to all that some drastic action will have to be taken soon if the exchange situation is not to go from bad to worse

The Toronto *Globe* published an Automobile and Motor Truck number of twenty-eight pages as a supplement to its issue of Saturday, February 28th. This supplement contained much information of value to local motorists, many of whom will undoubtedly retain it for future reference. It was well patronized by local dealers in automotive equipment.

G. F. Morrow, for the past five years sales promotion manager for the Atlantic Sugar Refineries, Limited, Montreal, has resigned to take an important position with the Great Atlantic & Pacific Tea Company, Jersey City, N.J. his home town. "Gerry" will be greatly missed by his many friends in and out of the advertising fraternity. His effective publicity methods have done much to bring the Red Ball mark of Lantic Sugar—a late entrant into the sugar refining field—to the prominent position it occupies to-day.

AN ANALYSIS OF SELLING COSTS

Sales cost cannot be lowered until you determine what selling costs are. Common errors in figuring. Classifying costs and profits. One of the winning articles in Marketing's recent competition,

By J. George Frederick
Author "Modern Salemanagement"

BROADLY speaking, sales cost has been far too high on this Continent for years past. While every other department was closely supervised, selling was usually operated on a totally unstinted basis. This was of value in beating down at all costs the great obstacles to national distribution, and in conducting the expensive educational campaigns necessary to metropolitanize the country's population. But it also tended to fix upon the selling organization certain extravagant habits of mind which have been hard to align with the modern tendency to pare costs down to fractions and use the more economical tools and methods of selling which modern facilities make possible.

Selling cost for specialties has frequently been as high as five times manufacturing cost—usually because the methods of yesterday were carried over into to-day, without achieving the compensating economy which should come from *volume.* A cumbersome sales organization, an unsound distribution situation, a dependence on the methods of the past, a lack of appreciation of modern labor saving, time annihilating methods—these things have combined to make sales cost vary remarkably, even within an individual industry. The "low cost group" of manufacturers within an industry are always competing with the "high cost" manufacturers—that is, with manufacturers whose skill and experience and knowledge are inferior and whose costs are therefore higher than that of the more prosperous "low cost" manufacturers. This peculiar fact came out with especial prominence when during the tariff controversy the matter came up of studying differences in costs here and abroad. It was found hopeless to settle upon a cost as representative of the average industry, because if set high enough to protect the high cost manufacturers, the low cost manufacturers would profit disproportionately, whereas if the low cost manufacturer's figures were used, the high cost group would be bankrupted.

The study of sales cost is one challenging the best brains of a sales-manager, for in most industries it is no great trick to get results at a high cost; the test of ability is to get them at as low a rate as possible. The unit cost of selling must be reduced, not the mere general volume of expense. This can only be done by increasing the sales efficiency of men in the field, increasing the fertility of plan and organization at headquarters, decreasing the overhead in ratio to the volume, increasing volume, standardizing, eliminating and concentrating; also employing great labor saving devices such as advertising.

What Properly is "Sales Cost"

This is a most pertinent question, since even accountants have somewhat varying methods of classification of costs under sales cost. This condition springs from the fundamental drift of ideas which has been taking place concerning manufacturing and merchandising. Under the old conception whereby the sales department was a mere wing of the business and production was the center, naturally sales cost was interpreted somewhat narrowly. In many concerns to-day the term sales cost is used only to describe salesmen's salaries, commissions and expenses. This ranges from 3½ to 8 per cent. and normally averages about 6% of the volume of business; less, if the business is well advertised to consumers and the demand is automatic; more, if little or no advertising is done and the market is full of resistance.

But sales cost, properly considered, is not alone salesmen's cost, but all cost which directly or indirectly may be chargeable to sales development or market broadening.

The broad divisions of proper sales cost are:

1. A just proportion of office administrative overhead.

2. Salaries of all employed in sales activities.

3. Commissions, bonuses and expenses of salesmen.

4. Advertising of every kind directly aiming at sales (but not contribution advertising nor even institutional advertising for general good-will).

5. Special charges reasonably designated as cost of sales development work, sales expense, etc. (this division might include even such items as experimental work on new products; credit loses incurred on a basis of sales risk, etc.).

Common Errors in Sales Cost Figuring

Typical of many who arbitrarily and wrongly charge up items to sales cost is that of a machinery concern which charged taxes, insurance, interest and freight and stationery to selling. This is absurdly wrong. General administrative cost must never be mixed with sales cost. Some cost accountants figure cash discounts as sales expense, whereas in my opinion and that of other specialists in sales matters, this is purely an administrative cost of doing business. Freight is more properly a cost of production than a sales cost, except in special cases when used as a business getting argument.

The three logical departments of business are administrative, manufacturing, selling, and the selling cost must in reality be a necessary cost of *producing,* not of *filling* orders, in order to be proper sales cost. An order is the completed product of the sales department; thereafter the cost (with only such apparent exceptions as in reality conform to the principle) are properly upon production and administration.

Consequently bad debts, damage and breakage, etc., are not charges upon the sales department.

Under the convenient title of "miscellaneous" many items are charged to sales or advertising which have no real place there. It is a common tendency on the part of administrative officers to endeavour to load sundry items upon these two general heads which cannot by any real logic be justified. This is an injustice to the sales department.

It should be understood that selling cost differs from any other kind of cost, in view of the fact that it deals with many somewhat *intangible elements.* Unlike manufacturing costs, they cannot be estimated always on a purely physical and material basis; they cannot be computed so accurately and within so small an area. Sales costs factors and the conditions that affect them

reach all over the world, and are based on human nature and economic and psychological conditions.

Sales cost, when examined and contrasted in one line with another, or one firm with another, show every item of difference in the character and policy of the house, the range of the territory in which goods are sold, the method by which goods are sold; while even the quality of the goods themselves affect the selling cost immediately.

Sales Cost and Fixity of Demand

Prominent in the selling cost is the element of fixity of demand. A staple article naturally has the lowest selling cost, whereas a new and unknown type of article has a very high selling cost, due to the great amount of inertia and indifference which must be overcome in order to make a sale. The ratio of this indifference and inertia is the true ratio of selling cost, because all other differences are, after all, minor differences, in comparison with this.

When typewriters were first put on the market the selling cost was something like 60% of the sales price and something like 450% of the manufacturing cost. In fact, this ratio has not decreased very greatly in the last 20 years, for the simple reason that the large service organization required of the typewriter companies is still very expensive. This very high selling expense, as illustrated in this field of typewriters, was due to the fact that people were very unwilling to give up writing their letters at first and use typewriters.

As extremely contrasted at the other end of the scale we have sugar, which everybody uses, and which requires no selling effort, and is in fact chemically identical with any other brand by any other manufacturer; the selling cost on this article naturally is scarcely 1%.

We have here then illustrated the two extremes, one of the specialty and the other a staple, showing between what points and extremes selling cost ranges. However, when you examine all other articles very minutely, you will find great differences, even among staples. As a matter of fact, the sharp division between staples and specialties is rapidly vanishing, because staple manufacturers are fast adopting the more aggressive methods of the specialty manufacturers in their sales efforts; and the specialty manufacturers are constantly tending to work toward becoming a staple. For instance, safety razors used to be very much a specialty; they are now regarded as more or less of a staple. Their selling cost is naturally therefore gradually reducing. This same thing applies to any article which the public gradually becomes used to, and which becomes part of its daily life. Bath-tubs used to be a pure luxury; they are now regarded as a necessity. Linen collars were regarded as a pure luxury for only special classes of people; to-day even the mechanics wear linen collars.

The Cost of Aggressive Selling

The difference is marked between the cost of *aggressive* selling of any article, whether staple or specialty, and the cost of more dormant type of selling, which greatly affects selling cost. In other words, two firms selling a staple article may have a widely different selling cost, for the simple reason that one of these concerns is treating its staple like a specialty, whereas the other concern treats its article as a pure staple,—relying upon its past history, its general good-will,—and is satisfied with a very nominal rate of growth. The selling cost of the more aggressive firm may be, let us say, 12%, whereas the selling cost of the less aggressive house may be 9%. On the face of things it might seem, therefore, that the old house had the better of the argument, but as a matter of fact the speed of business development and the ready response which can be secured nowadays through aggressive selling effort make this untrue.

It does not so much matter what *the percentage* rate of selling expense is, so much as it matters *what is the volume*, and the rapidity of growth of volume. In other words, it may pay big profits to have a 12% selling cost until a large volume of business is secured. It figures out something like this:

Competitor A has a volume of $1,000,000 per year, at a sales cost of $90,000 or 9%. Competitor B has a volume of $500,000, and a sales expense of 12%. Naturally it is B's aim to secure more sales, as it will automatically reduce his selling cost more to the level of Competitor A. In fact, Competitor B could, without any hardship, also have a selling cost of 9% *if he chose to grow at no greater speed than Competitor A* (who has been in business 20 years with an average annual growth of 5%).

But Competitor B is not content to limit his growth. He wishes to *annihilate time*, not only because he is only 7 years old, but because he wishes to make a greater amount of profit within a shorter period of years than competitor A. Competitor A wishes to earn only $2,000,000 net in the next ten years, while competitor B wishes to earn 3 or 4 million. But, more important still, he is out to dominate his field, reach into every corner of the market and establish himself there securely. He realizes the strategic value of seizing the reins of leadership from the slack hands of Competitor A, so that in the shortest space of time he may have a masterful grip on the field.

This is illustrated by the men's clothing field where a prominent new firm wrested the long-held leadership away from a certain house and now enjoys a volume of about 20 million to the old leader's 4¼ million, and at a selling cost of 2½% as contrasted to 4½ or 5%.

Volume in Relation to Sales Cost

The principle is exactly like the principle of moving a railway train. It may take a greater amount of steam to start a larger train of cars than a smaller train, but once started it actually takes less steam to keep it going on a level stretch because of momentum. A large volume may cost higher in sales cost to secure, but when secured cost much less to maintain than a smaller volume.

Modern American manufacturers have therefore fully realized the value of volume. In fact, volume has been too universally and exclusively striven for, without also seeing that the greater complications of large volume sometimes result in annulling the proper expectations of decreased cost. As volume increases organization becomes more difficult, and it requires relatively more brains than a business of small volume, if the economies of volume are to be reaped. Large organization and large volume bring more and more opportunities for leaks, and waste and inefficiency. The caliber of executives must be up to the volume demands.

Selling cost must be studied first in relation to desired volume, the conditions of the field and the desired speed of growth, before, it can be properly analyzed and intelligently judged. Unless selling cost is judged in relation to these factors it is meaningless to say selling cost is too high or too low. There is a definite point which, all factors considered, is the logical selling cost for any house which has determined its policies and plans and knows its field thoroughly.

The Vital Matter of General Costs

Although the responsibility is primarily on the general administration of a business, co-operation in cost study by the sales administration is vital to a business. The setting of costs

also effects sales, and a salesmanager may be severely penalized in competition by an incorrect or careless manner of costing the goods sold, and the prices set as a result. Often elaborate cost systems incorrect in principle, are adopted, resulting in placing prices on goods so high as apparently to make sales impossible. Much difficulty arises also from the problem of the relative sales desirability of selling some goods at a loss, and others at an abnormally high profit. Under some few circumstances this is advisable for sales policy reasons (but never for accounting reasons, of course). The law of averages must be employed in such cases to work out the ultimate policy. Dependence must be laid upon average profits, when there are fluctuating rates of profit, or when policy reasons are used in setting prices on some goods without regard to costs.

Sometimes all competitors are equally ignorant of real costs, and when accurate cost accounting discloses losses, it becomes a matter partly of sales administrative policy to determine whether it will pay to be courageous and lead the industry in raising prices to profitable levels based on true costs.

Excellent sales strategy may be worked out from a cost situation of this kind, by concentrating sales effort upon the lines in which true cost figures show the largest margins, while competitors, unaware of their unprofitable lines, spend a large part of their sales energy upon the profitless business.

Costs should be controlled by the general accounts, and should not be "shaded" by any false or careless logic. A salesmanager should be slow to deem cost figures absurd in the light of competitive prices, knowing how widespread is the ignorance and neglect of cost finding. Monthly statements showing actual profits studied by salesmanagers, will cure this, for true costs are in most instances, always greater than expected. It is a foolish custom to examine profits, only at the end of a year. This is too late to save much that may have been made instead of lost during the year.

Data on Profits

Far too little attention is paid by many salesmanagers to the study of profits. This is not altogether their fault. It is remarkable how little valuable information is furnished the average sales manager, even in those concerns where there is a more or less elaborate cost system and where numerous cost clerks are employed. In the case of a company whose product was sold on an f.o.b. Pittsburgh basis and where the freight item was a factor of great importance, it was not possible in spite of the highly detailed cost accounting system in force to determine whether the business done in territories where the company was not reimbursed for freight outlays was being handled at a profit or otherwise.

A salesmanager should have data on profits, under the following subheads:

1. On various types and kinds of products separately.

2. On all territories and divisions of territories.

3. By individual salesmen, districts and branches.

4. By sales to various classes of customers.

In addition, the system should provide for furnishing any combination of this information, as for instance:

1. Profits realized in the various territories by lines of product.

2. Profits realized on sales to the various classes of customers by lines of product, etc.

It is also desirable that the salesmanager be furnished with approximate information under the above heads as regards estimated profits on unfilled orders, as it by no means follows that the profits realized on this month's *shipments* are indicative of what the profits will be on the orders *accepted* this month.

Costs and Profits Traced to Individual Salesmen

There is no reason why merely general data on costs and profits should be available. It is of very definite value to figure out accurately the profit or loss represented by any individual salesman's efforts.

By means of an electrical tabulating device, using coded punch cards, it is possible to accomplish this in detail even in the most complicated businesses. In a machinery house for instance as described by C. Charter Harrison, cards are punched to give the following information as to an individual salesman's sales:

1. The number of each kind of machine sold.

2. The total amount billed for each kind of machine.

3. The freight billed for each kind of machine.

This information is posted to the Analysis of Machine Sales by salesman and by reference to the Standard Cost Cards, the standard cost of machines sold is obtained, and totalled by classes in the case illustrated, it being assumed that the standard cost of all machines of the implement class sold by J. G. Jones was $2,000. In order to obtain the relation between the standard and actual cost of this class of machine an inventory account is carried, showing in parallel columns the standard and actual cost of the machine manufactured. In the case taken as an example it appears that the actual cost of the machines of the implement class carried in the Springfield Branch represented 150 per cent. of standard, so that the gross profit realized from J. G. Jones' sales of implements for the month works out as follows:

Standard cost of implements sold	$2,000.00
Ratio of actual cost to standard	140 per cent.
Actual cost of implements sold	$2,800.00
Amount of implement billings	3,010.00
Gross profit on J. G. Jones' implement sales	210.00

* * *

Timely Advertising

The rescue of the Transport "Powhattan"—formerly the Kaiser's yacht—and her arrival at Halifax on January 27th in tow of the C.G.S. "Lady Laurier" stirred a whole continent. On January 28th the whole thrilling story, fresh from the lips of the actors in this marine drama, appeared in the Halifax *Herald*. In the same edition a full-page advertisement of The Consumers' Cordage Company Limited blazoned abroad the fact that the two ten-inch 140-fathom hawsers used by the "Lady Laurier" in this feat were furnished by that Company on a rush order from the Department of Marine and Fisheries a few hours prior to the sailing of the rescue ship.

This timely advertisement was written and illustrated by the service department of the Halifax *Herald*. It would have been very good business for the Head Office of the Consumers' Cordage Company to duplicate this advertising where towing or other heavy duty ropes are sold, because timeliness in this case was worth a great deal of money.

* * *

The Martin V. Kelly Company, advertising agents, Toledo, have sent out instructions covering the advertising for Overland 4 to a largely increased list of Canadian publications. These instructions cover the half year to June 30th.

* * *

It is reported that Belding, Paul Corticelli, Limited, are about to commence a spring campaign in Canadian publications to follow up their campaign in a few of the larger dailies last Fall. Frank B. Presbrey Co., advertising agents, New York, will place this account.

MORE SALES TO MERCHANTS BY MAIL

3. Details That Mean Dollars

Some seemingly insignificant details which have an important bearing on direct-mail results. Does first-class postage bring bigger returns? Watch weight—enclosures—days of mailing—name and addresses. How to use testimonials—and other pointers from extensive experience.

Written for Marketing by William A. Hersey
Manager Mail Sales, Ingersoll Watches

MANY of the following questions may seem like insignificant details to you. They are, in one sense of the word—but they are details that vitally affect the returns of your mailings and your appropriation, and it is surprising how often they are overlooked by firms using circulars, form letters, etc. Oh yes, I have made many of these same mistakes myself. But one thing my experience has taught me is that often the smallest details are the most important. And if you could look behind the scenes of many of the successful direct advertisers, you'd find that a large part of their success was due to the watching of these small things.

Two Cent vs. Three Cent Postage

There is possibly no phase of direct advertising which is discussed so much as whether it is best to use one or three cent postage.—(It used to be one cent versus two cent). And I daresay that thousands of dollars have been wasted by concerns using three cent stamps, when one cent stamps would have served the purpose. On the other hand, thousands of dollars worth of business is lost because one cent stamps were used, when three cent stamps should have been used.

As to what to use—it all depends on the proposition. If you are sending out letters which are obviously personal letters, or that you want to have appear as personal letters, then it is necessary to send them under three cent postage.

My personal experience has been that in general circularizing, that is, in sending out letters which are obviously circular letters, one cent postage will bring almost as many returns as three cent postage. In fact, on many of our mailings we are sending a certain number under both classes of postage to ascertain which brings us the best returns. Remember, I am speaking of this from the standpoint of the cost of business. For instance, if the selling cost is 5%. It costs you $20.00, per thousand more to use three cent instead of one cent stamps. Therefore, it is necessary that each thousand circulars sent out under three cent postage produce $400.00 additional business.

My theory is this—the percentage of returns on a general mailing, that is, a mailing that is obviously a circular mailing, does not depend so much on whether it is sent out under three cent or one cent postage, but on the circular or letter itself.

Through our Service Department, we sell a Business Record System, which was designed by the Associated Advertising Clubs of the World. This system is sold to the jewelry trade at practically cost price, that is, considering our cost of handling it. But any of you who have had experience in selling books, know that even though the Business Record System is sold at cost price, it is a rather hard proposition to put over. Not long ago I sent out 2,500 circulars and letters on this system under four cent postage, (in Canada this would be six cent postage) and 2,500 under one cent postage. My object was to ascertain which would bring the biggest results. Outside the fact that I used penny saver envelopes for those mailed under one cent postage, the mailings were identically the same.

Those mailed under four cent postage brought just one more return than those mailed under one cent postage. This proved quite conclusively to me that in general mailings on this system one cent postage would suffice.

The best suggestion that I could make in regard to what class of postage is best to use is to consider the conditions under which your party receives your mailings—the proposition itself—and experiment. It is worth a thorough study.

Waste in Postage

It is quite surprising how many concerns there are that put too much postage on their circulars and catalogs. Just to-day I received two pieces of circular matter in unsealed envelopes, weighing an ounce and a half each. Each one of them had a two cent stamp on. Now each of these pieces could have been mailed for one cent. Supposing that each of these concerns sent out mailings of 25,000—there's a waste of $250.00.

Then quite often I receive circular matter weighing slightly over two ounces—or mailed under first class postage weighing slightly over one ounce. If the one planning the material had given any thought to the matter he could have easily kept down the weight, without effecting the pulling power, by using a lighter weight stock or by making the circular just a little smaller.

This mistake is also made quite frequently with catalogs. I have often received catalogs a fraction over 4, 6, 8 or 10 ounces while the fraction could easily have been chopped off by trimming the catalog.

The first thing to do when you decide to issue a piece of advertising matter or a catalog is to make up a dummy using the actual paper. It may save you many dollars in postage.

Enclose What you Promise to Enclose

When a customer or prospect writes in for information—and you tell him that you are enclosing a circular or a price list—be sure that it is enclosed. Perhaps you'll smile at this suggestion, but answer a number of ads from one of the general magazines, and see how many times the enclosures are left out.

Of course, it is a mistake, but a serious one. Too many correspondents trust to the mail boy to do the proper enclosing. But mail boys are only boys and sometimes they get careless.

It is a good idea to plan some system to see that the proper enclosures are enclosed.

A method used quite a great deal is to have the stenographer enter the the numbers or names of pieces to be enclosed on a printed form and then the mail boy checks off the numbers as he encloses the materials. Or the correspondent can have pads of "Enclosures to be used" on which he

enters the numbers or names of the enclosures he wants enclosed.

But whatever method you use the important thing is to see that they are enclosed.

Enclose a Price List and an Order Blank each Time

Never take it for granted that because you sent a price list and order blank to your prospect in one of the first letters of a series that it is not necessary to enclose them in each of the following ones.

People—and dealers especially—do not save your price lists and order blanks as much as you would like to have them do—and when they do, they cannot as a rule find them when they want them.

If your letter or circular solicits an order—either quote prices or enclose a price list—and an order blank and a return envelope, or a postcard. Not once in a series of letters, but with each one.

When to Mail

Just a detail: Perhaps so, but a mighty important one. If your letter or circulars go to dealers isn't it better that they reach there when Mr. Dealer's mail is lightest, or when he is not so busy? Personally I want my mailings to be delivered on Tuesday, Wednesday, or Thursday.

On Monday his mail is naturally heaviest and on Saturday—well if you have ever been on the road you know that Saturday is the hardest day of the week to see your customers. Then Fridays are all right, but there is too much chance to have your letter delivered the next day.

Some time ago I read an interesting article in one of the advertising journals about a dairy farm in the vicinity of New York who planned their mailings to reach their prospect the first thing in the morning—at their homes. Which meant that it was opened and read at the breakfast table when interest in the question of the purity and the quality of the milk was most acute.

It takes effort to have your mailings go out at times to be delivered on certain days or at certain times, but the results justify the efforts.

The Mistaken Idea on the use of Caps and Underlines

It is strange how many men there are that seem to think that if they fill their letters with caps and underlines they are strengthening the pulling power of their letters. Now that is a grave mistake. If your letter itself will not sell your proposition, then filling it with caps and underlines will not help it any.

Just suppose a salesman came into your office and stamped his hand on your desk—or shouted out every other sentence at the top of his voice—would he be more apt to sell you than the pleasant voiced individual who spoke in even tone? Not by a jugfull.

It is the same with caps and underlines. A moderate use of them is helpful at times—but be careful in your use of them.

Be sure the Names and Addresses are Right

Volumes have been written on the importance of care in addressing envelopes and in filling in letters. But I suppose many more volumes will have to be written before some concerns will wake up and have the work of their typists checked.

Not long ago, I answered one hundred ads in a number of magazines. Each one of my inquiries was typed, so there was no excuse that they could not read the name and address. Out of the hundred replies, 19 had my name spelled wrong, 14 had some other slight mistakes in my address. Some I did not hear from at all, so I suppose the addresses must have been very much wrong.

Now you don't, and I don't, neither does anybody else—like to receive mail with your name spelled wrong. Recently I heard a woman make a remark about a certain concern who had sent her a letter with her name misspelled. She said, "Well if they can't pay any more attention to my signature than that, they must be a pretty poor concern." And it was a large concern she was talking about. And nothing that I could say would convince her that such mistakes were bound to happen. "They were careless" and she would not have anything to do with them.

This is an extreme case, but there are lots more like it. It applies to men as well as women.

Every effort you make to have your letters and circulars addressed carefully and neatly pays big dividends. If the prospect's name is "The Smith Co." do not address them as "Smith Co." If it is "John H. Jones" do not address him as "J. H. Jones."

The use and Abuse of Testimonials

We are all susceptable to being influenced by what other people are doing and the opinion of the man who has used a product is a very important factor in selling—especially selling by mail. That applies to selling to dealers as well as selling direct to the person who is to use your product. But Mr. Dealer is of course interested, he is interested in what other dealers are doing with your line, as well as what users think of your products.

But there is probably no advertising possibility that is as widely abused and misused as testimonials.

First—the value of a testimonial letter is determined by two things—who said it—and what it says. If your product is sold direct to the user then the testimonial that is of most value is one that is written by some one who is an authority on the subject, or by some one your prospects will naturally look up to. But the needs of your prospect and of the one who wrote the testimonial must be similar. As an example, if you were selling a farm machine of some kind. A testimonial written by a user in Florida who has a large grape fruit orchard would not be likely to influence a farmer in the west who wanted a machine for a wheat farm, even though the Florida man might be a very successful man.

Testimonials used to influence dealers to stock a certain line or do a certain thing should be one of two classes. First if you are selling to a small dealer or a small town dealer, a testimonial by a big store in Montreal of some other large place telling of the success it has had in selling your particular line will not have a great deal of value. On the other hand if your testimonial is by a dealer who does business under similar conditions to those of your prospect then it will be helpful.

However, if you are trying to induce some of your small dealers to make a display then a testimonial by a large store telling what a display of your products did for them, will help to convince your prospect that he, too, should make one.

Then as to what the testimonial says. If it is merely a general one saying, "I have used your product and have found it satisfactory," or if it is to a dealer and says, "I have handled your products for a number of years and think they are a good line to handle," such testimonials haven't a great deal of value. They should quote facts.

And don't use testimonials without dates, otherwise your prospective customers might think that you have had them for years.

Just one more idea on testimonials—a little stunt I have found effective in advertising matter going to dealers. If, you can show a picture of the dealer's store—that is the one referred to in the testimonial—it enhances its value.

Don't Offer Advertising Matter Dealer Cannot use

When planning a circular in which you intend to offer certain display material, or selling helps, be sure that the dealer can use the selling helps or material you offer. This applies especially to small town dealers. Remember that many small town dealers have practically no display windows, so even if your display material is of a very high order, it will not make much of an impression on the dealer, if he hasn't any window in which to use it.

When you decide to offer a display piece, or a selling help of any kind, the first thing to do is to canvass the situation very thoroughly to see whether or not the dealers who receive your circulars can use what you have to offer. By doing this, you can save a great deal of money on selling helps that would otherwise be wasted. Then, on the other hand, if you are trying to get orders on the basis of that display material, that is, offering a certain display piece with orders for a certain amount of goods, isn't it easy to understand that your volume of orders will be curtailed if you are offering material to dealers that they cannot use?

Another mistake that is frequently made is to solicit orders for merchandise, or to offer certain selling helps, and then not be able to supply them when the orders are received. Quite recently I heard of a mistake of this kind.

The sales and advertising manager for a fairly large concern, manufacturing a nationally advertised specialty sold through hardware stores, was called upon to get out a campaign to dealers who were not handling their goods. In due course, he submitted plans and dummies for the campaign to the general manager for his approval. "Fine stuff," said the G.M., "that campaign ought to land a bunch of orders." And it did, for the campaign was a splendid series of circulars. The first of the series was merely a sort of announcement, not making any special play for an order. But each of the others played up six of their best products and they offered to send the dealer special display material with an order for a certain amount of these products.

But here are a few little points that were overlooked—little to some men, but mighty important ones.

When planning the campaign, the advertising manager failed to consult the factory department, or the stock department, as to whether or not they would be able to furnish the items when the orders came in. Still more of a calamity, the printer promised to furnish the display material at a certain date, but, unfortunately, printers are not always able to do what they promise.

This was a case where the advertising manager was at fault, as he had put off ordering until the last minute—then, like so many of us, expected everything in a big rush.

Getting down to the results of these slight oversights. Orders came in, and heavy too. But orders could not be shipped complete. And it was not until a month or six weeks after the orders were received that display material could be sent to the dealers.

Now stop for a moment and think how you would have felt toward that company if you had been in the place of one of those dealers and had never handled the line, but in response to the circulars, decided that you would try it. You can bet that a good many dealers felt the same way.

It is just as important to know that you are going to be able to do what you promise, as it is to plan a circular that will get results. In fact, more so, as it is harder to get back a dealer who has a grievance toward the house, than it is to sell a dealer who has never handled your line.

Check Your Proofs Carefully

Recently I got an announcement from a clothing house telling me of their January reduction sale. In one part of their copy they mentioned that all $57.00 suits were to be sold at $63.50. Perhaps there was a great deal of truth in that statement, but I venture to say that it should have read "All $75.00 suits reduced to $63.50." Just a transposition of two figures—and an oversight on the part of the one who checked the proof—but a rather serious mistake.

I doubt very much whether there are any of us who have been in the mail selling game for any length of time who could not recite many just such errors as that—on ourselves.

But the fault as I see it, is that most men check proofs too quickly or only half-heartedly. When you check a proof your mind must be on that proof. Do not only check the proof with the original, for there may have been errors on the original as well—but read it over several times as if it were a finished piece.

* * *

The application of *La Tribune*, Sherbrooke, P.Q. for membership in the A.B.C. has been held in abeyance until audited, because of the failure of the publisher to forward required statement.

Since I Discovered the Great Sweetener
THOUGH at the time it seemed nothing short of disaster, it really was a fortunate thing that I ran out of sugar—because it led to my great discovery. I used to think of Corn Syrup only as a spread for bread or griddle cakes. That I could ever use it for baking and cake making never entered my head—until Mary came "over the New Year."
FREE
AT YOUR GROCER'S—IN 2, 5 and 10-LB. TINS
Crown Brand Syrup
The Great Sweetener
EDWARDSBURG
CORN SYRUP

The full-page advertisement of the Canada Starch Company, Limited, reproduced above, is an excellent example of "striking when the iron is hot." This advertisement in metropolitan dailies, appearing when the sugar shortage was most acute, must have been eagerly read by thousands of interested women. The timely and helpful suggestions re substituting Corn Syrup for sugar in cooking operations would undoubtedly have a stimulating effect on dealer sales. Illustrations and copy are of high calibre. Size, display, arrangement and intelligent use of white space all tend to make this advertisement *dominate* the issue in which it appeared. We know of some homes where it was laid aside for future reference—which means repeat sales

LOWERING SALES COSTS IN GREAT BRITAIN

Some interesting facts about co-operative societies and elimination of middlemen. The Government linen advertising campaign, and other topics of current interest from Marketing's British correspondent.

By John C. Kirkwood

IN Great Britain the problem of lowering sales costs has been more or less successfully solved in respect of certain lines of businesses and of individual trading firms, corporations, and associations. At the same time, Great Britain affords many examples of accumulated and swollen selling costs in the progress of manufactured goods between makers and consumers, due to the distribution methods commonly employed.

The whole question of distribution, on its economic side, is having, at the present time in Great Britain, serious attention, as a consequence both of the Profiteering Act of August, 1919, and of the related effort and purpose to lower the cost of living. The retail prices of a clothing, household goods, furniture, building materials, foodstuffs, and many other manufactures in common use are being closely scanned, and may be challenged, for official investigation, by any consumer who feels that he has been charged an excessive price.

Street Markets

One outcome of the universal protest against high prices—profiteering prices they are called—has been the establishment in many parts of London and the Provinces of street markets for the sale of foods, and the reductions in prices have been startling. Here is a demonstration of the advantages to the consumer of direct supply. Of course, street market prices ought not to be compared with the prices of retailers who have to bear many costs which the street seller is free from.

The lesson or example of the street market has led many manufacturers to deal directly with the retailer—this as against their former practice of supplying him through intermediaries, the object and the result being the quotation of lower prices to the retailer to enable him, without any sacrifice of net profit, to supply the public with merchandise at lower prices.

Making a Market for Linen

Several months ago a man named Martin bought $15,000,000 worth of linen from the British Government. This linen had been acquired by—indeed, made for—the British Government for aeroplanes. When the war ended, the linen was no longer needed for its intended purpose, and its disposal became a necessity.

The purchase excited very general interest, and the wonder was, how will Martin sell $15,000,000 worth of linen, some very coarse, none of it of surpassing fineness, and all of it unbleached? The solution of the puzzle has been seen in the newspapers ever since—in the form of advertisement. Martin is using the public press to induce the public to buy, and the retailers are likewise advertising this linen. The bold statement in the advertising has been "Sales, a million yards a week," and this colossal consumption was almost instantaneous. The copy advertising the linen, and its uses, and how to use it, decorate it and bleach it, has been very good. It is to be said that the prices at which this linen is sold in its various grades and widths, are much less than what newly-made linen, of equal sort, can be sold at.

This illustration shows how advertising of the right sort, joined to good distribution facilities, can serve all concerned to their advantage—the first seller, the retailer, and the consumer. Advertising, if well done, and if joined to good marketing methods, can accelerate and cheapen the distribution processes.

Co-operative Stores

Another example of British effort to distribute goods at a minimum selling cost is represented by the numerous co-operative societies and stores which flourish, particularly in the north of England, where the employments of the people are so similar, and where union of mind and effort is made fairly easy. Co-operative stores have proved great money-makers and dividend-payers. In addition to retail stores are co-operative wholesale stores, and beyond these are co-operative factories, that is, factories owned and operated by co-operative societies for providing merchandise for the retail stores.

Co-operative Farmers' Societies

The object lessons of co-operation have been learned by the British Farmers who have organized themselves in unions for the purpose of collective buying and selling. The genesis of these associations of farmers is the purpose to eliminate the middlemen.

The Associated Wiltshire Farmers had a turnover in their last trading year of $5,000,000, and another similar association, the East Anglians, one of $4,500,000. One-third of the farmers of England are joined together in Co-operative Societies.

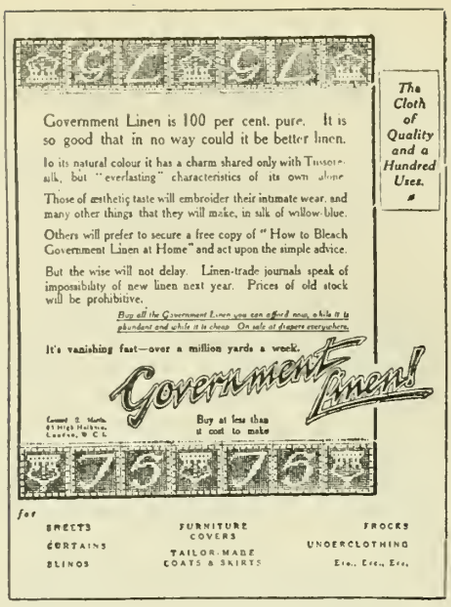
Opposition to these Societies has developed from traders, and a movement by the united farmers to obtain possession of a number of Government slaughter-houses is being resisted. The farmers, to obtain better prices on what they buy and for what they sell have organized a road transport service, and markets, and have been much advantaged in consequence.

The Multiple Shop

Designed to lower operating costs and to serve the public at lower-than-general prices are the multiple or chain shops which are so common in Great Britain. Many of these shops are engaged in the sale of foods—butter, margarine, lard, sugar, cheese, and tea. Some sell groceries of all sorts. Others sell footwear, hats, haberdashery. A similar enterprise is represented by the multiple restaurants. These abound in London, and in them one can buy food at very moderate prices. In spite of the low prices at which food is served in these restaurants, they flourish, and many occupy expensive locations in high-rent districts, Centralized buying and direction combine to make these multiple restaurants very profitable investments.

Merged Businesses

Akin in idea to multiple shops is the consolidation of competitive businesses, and of businesses of quite differing characters. The firm of Vickers Limited, for example, owns or controls scores of different businesses, many of which have no similarity to the parent business. And why not? If the brains, experience and capital of the board of directors of Vickers Limited can be applied to a business making textiles, or clothing, or a food product, or a chemical, or


The Cloth of Quality and a Hundred Uses.
Government Linen is 100 per cent. pure. It is so good that in no way could it be better linen.
In its natural colour it has a charm shared only with Tussore silk, but "everlasting" characteristics of its own alone.
Those of esthetic taste will embroider their intimate wear, and many other things that they will make, in silk of willow-blue.
Others will prefer to secure a free copy of "How to Bleach Government Linen at Home" and act upon the simple advice.
But the wise will not delay. Linen-trade journals speak of impossibility of new linen next year. Prices of old stock will be prohibitive.
Buy all the Government Linen you can afford now, while it is abundant and while it is cheap. On sale at drapers everywhere.
It's vanishing fast—over a million yards a week.
Government Linen!
Buy at less than it cost to make
for
SHEETS
CURTAINS
BLINDS
FURNITURE COVERS
TAILOR-MADE COATS & SKIRTS
FROCKS
UNDERCLOTHING
Etc., Etc., Etc.

Look Round the House
and think of next year when Linen goods of all kinds will be almost unobtainable.
BUY NOW
Government Linen!
The Cloth of Quality and a Hundred Uses.
Leonard J. Morris, 95 High Holborn, W.C.1.

Some of the newspaper advertisements which undertook to sell "a million yards a week" of Government stores of linen. Mr. Kirkwood tells about it in the accompanying letter.

an agricultural implement, it stands to reason that these various subordinate businesses will be made flourishing, which means that each and all of them will yield very satisfactory dividends to shareholders. Also, they put themselves in a position to produce at lower cost, and to sell at lower prices.

A notable example of the tendency of a powerful business to merge, or absorb, or join other businesses of the same general sort, is the purchase by Lever Brothers Limited of several other soap businesses. This growth in producing and distributing power has led to the acquirement of raw materials at their very source, transport facilities, and factories to supply essential products. These economies in manufacturing processes have led to corresponding reductions in prices to the consumer.

From Soap to Fish

Lever Bros., or a subsidiary company, have recently entered the fish business, conducting it from first to last. The fish are caught by employees of this company, prepared for the market by other employees, and finally sold to the consumer, through a chain of retail shops operated by other employees; and an avowed purpose of this fish-selling enterprise is to provide the public with fish at prices which represent the minimum of additions on the first cost.

The business policy of Lever Bros. seems to be to control the production and sale of their products from first to last. In sub-tropical countries plantations are owned and operated for the production of cocoanut oil, an ingredient of soap and margarine. A whaling fleet has been purchased and whale-fishing will be carried on to obtain oil for soap-making.

By what may be called "vertical" methods of trading, namely, the upbuilding of one form of enterprise on another, according to the successive stages of production; and by "horizontal" methods of distribution, by which is meant the lateral expansion of producing and selling effort by means of multiple factories and selling agencies in all parts of the world, and selling effort as expressed by multiple travellers, publicity and multiple shops, the business of Lever Bros. has grown to vast dimensions, and has lowered both production and sales costs to the minimum point.

Costly Life Insurance

A bold example of costly selling in Great Britain, as elsewhere, is industrial life insurance—that form of life insurance in which the insurers pay their premiums weekly to collectors. Granting that this method permits many persons to have insurance who otherwise would go uninsured, the fact is that the cost of the insurance is excessive. There yet remains to be formed and applied methods of giving life insurance to the public, purchasable by easy payments, at a cost which is not heavily loaded with selling costs. This observation applies to both Great Britain and other countries.

Eliminating Middlemen

In Great Britain the institution of the middleman is deeply rooted. Thousands of manufacturers rely utterly on middlemen to sell their merchandise. Many makers sell their entire output to a single factor, as he is called, who, in turn, re-sells to other sub-factors. In the lace-trade, for example, as many as five intermediaries collect toll on the lace during its progress from the maker to the consumer.

With multiplied middlemen, high selling costs are inevitable, and the consumer pays them all. But there are signs of a revolution. Many manufacturers are making themselves independent of factors and other middlemen, going direct to the retailer. They are branding their goods, fixing the price at which they shall be sold to the consumer, and widening distribution with the aid of press advertising. The public prefers to buy branded and price-fixed merchandise, whose quality and all-round satisfactoriness are vouched for by a responsible maker. What the public protests against is having to pay the varying prices charged by different retailers whose prices are determined by the general idea: What is the limit of profit the public will pay?

Lowering Sales Costs by Selling More

It ought to be obvious to everybody that the shop or store which sells most can sell cheapest. The retailer whose expenses are $20 a day must recover these from his customers. If he has only 10 customers a day, on an average, it means that these 10 customers jointly must provide the $20. If these 10 customers per day can be increased to 20, then an average of $1 per customer is all that need be collected, and if these 20 customers can be increased to 40, then an average of 50 cents per customer is all that will be necessary—this to provide the day's operating costs.

High prices check demand; low prices swell sales. Every time Henry Ford lowered the price of his motor

cars, he found a new market. When Mr. Dent, publisher of "*Everyman's Library*," produced classic books in every division of literature at a shilling a volume, the sale of this famous series leaped into the millions. A small profit multiplied a million times is likely to be many times larger than a fat profit multiplied by a few thousand.

Any manufacturer or retailer who wants to lower his selling costs can accomplish his desire by increasing his sales—by helping and requiring his salesmen to sell more each day. Salesmen can be made much better salesmen—sellers of more goods—by coaching them, by co-operating with them, by preparing their ground for them, by being made more efficient—by education in salesmanship.

Unfortunately, in Great Britain, salesmanship and education in salesmanship are not themes of very great interest, and inefficiency—and high prices—are a direct consequence.

Making More Will Lower Sales Costs

At the bottom of the present doubled, trebled and quadrupled prices, as compared with pre-war prices, is the patent fact that demand is greater than supply. Five years of interrupted production of the merchandise which the world needs, and five years of colossal destruction, have, it is hoped, taught the world the lesson that unbroken and maximum production, joined to thorough distribution, keeps prices down. Yet there are classes of people in the world who are blind to this truth. In a general way, they are the artisan classes—the classes that form themselves into trade unions, for the shortening of the hours of production, the limitation of output, and the equalization of wages. Because trade unionism limits output, and shortens the hours of productive effort, fewer goods are made, and higher prices ensue. That is, the rod falls on the backs of the offending artisan classes—as it should. What a man sows, that shall he also reap.

If artisans and all other classes of toilers will work to the limits of ability, and will become maximum producers, then supply will adjust itself to demand, and prices will fall; and distribution, soundly studied over a world area, and distribution facilities, thoroughly organized, can be relied upon to cure the evils of over-production.

Excessive parsimony, or thrift, or self-denial, is not good for an individual, a community, a nation, or the world. When demand slackens, production must cease; and a chain or vicious circle of economic evils results. But let production, allied to adequate distribution reach the maximum, and one has plentiful supplies, free buying, lower producing and selling costs, and the cost of living reduced to its lowest terms.

Great Britain is learning economic truth; but it is not alone Great Britain which needs to learn, but the whole world.

* * *

START SALESMEN OFF RIGHT

Examples from recent sales-conferences which show how it can be done.

Written for Marketing by Howard Neville

TWO travelling salesmen, who had not seen each other for more than a year, were having a regular old-fashioned pow-wow in a smoking compartment of the Limited. They were talking shop, and bubbling over with enthusiasm—a fact patent to everyone within hearing.

"I tell you, Jim," burst out 'Bill,' "I never felt so much like going out and beating my past record all to smithereens, as I do right now. However, when I got word to report at the factory for the annual sales conference, I was mighty peeved. I felt that this meant just so much less time with my family after a long absence. I thought that it was just another 'stunt' of our new sales manager—a chance to get us all together to tell us in more impressive fashion than by letter just what he expected of us next year. I never have been crazy about these 'gab-fests,' as I have always termed them.

"Well, when I got to the factory I got the surprise of my life. I found that a regular program covering five days had been mapped out. The whole thing looked like a railroad time table. Then I tumbled to the fact that the old-time sessions where anybody talked aimlessly on any subject uppermost in his mind at the moment—usually complaints—had gone into the discard.

"I was mystified, and not a little skeptical, I'll admit. But that feeling soon wore off. The proceedings of the first day gave it a final quietus. We began informal proceedings with a tour through the factory to improve our knowledge of manufacturing processes. Strangely enough, this was the first time such a visit had been systematically undertaken. Usually a glimpse or two of new machines that happened to be the momentary pride of the superintendent, constituted our acquaintance with the factory. Almost before I knew it, I was in overalls along with the other salesmen. Each of us stood at a machine running through materials as we had just seen the factory experts do. I won't say what the spoilage was, but the attempt certainly impressed the processes on our minds—and I dare say that was the main idea behind it all. At any rate, I now know more definitely why my line is better than that of my competitor—and I can make my retail friends see it, too.

"After a day of this sort of thing, we spent two days listening to discussions of pertinent topics by experts in their various departments, during which time we asked questions on doubtful points to our hearts' content. Then on the fourth day, a real selling contest was staged, and by turns we had to sell our wares to others of the boys who played the part of the merchant buying goods. It was very educational, and good sport, too.

"On the fifth day the general sales manager, not greatly in evidence up till then, gathered us into a committee of the whole. In characteristic, man-to-man fashion he asked each of us to let him know about how much business we thought we could secure during 1920. When he thought anyone too optimistic, or the reverse, he said so frankly—and usually proved his point. When the concensus of opinion went against him, he gave in gracefully. His attitude, on top of the previous days' happenings, has given us a lasting stimulus toward better work. Sure I'll set a new record! Why shouldn't I, with such a start?"

The conversation above quoted is typical of the changed attitude of the average salesman toward the newer kind of sales conference. What he used to regard as a bore to be

attended more or less under compulsion, he now looks forward to with eagerness each year. He knows that he will be able to get more business and to get it more easily as a result of the conference sessions.

What happened at this conference also shows the careful thought now being given to the annual sales meetings by an increasing number of firms each year. As typical of this changed attitude on the part of sales executives, a few more specific examples of the new type of sales-conference are given below.

At the recent conference of the Canada Metal Company, Ltd., Toronto, who manufacture plumbing and kindred supplies, the assembled salesmen were shown pure pig lead being melted and poured into slabs, and the different stages of rolling sheet lead into various thicknesses. They witnessed the process of manufacture of lead bends, pipe of various sizes, nails, laundry tubs, etc. A practical plumber also gave a demonstration of wiping joints with different grades of solder.

At another of the sessions, the strong and weak points of each salesman, as shown by his work throughout the year, were studied in a pleasant impersonal way, to the great benefit of the forty-five salesmen present. Who will seriously contend that the educational and inspirational value of such a sales gathering is not many times greater than that of the old-style "convention?" Certainly not the men who benefitted so greatly thereby—nor their employees.

The recent annual gathering of the McClary Manufacturing Company's sales force in London offers another case in point. From all over Eastern Canada the McClary salesmen foregathered at the head office in London, where for several days they were given an up-to-the-minute working knowledge of the way stoves and enamelware of all kinds are manufactured. In the course of the demonstrations, overalls were frequently donned and the men got down to grips with actual processes. Shipping facilities and office methods were similarly dealt with, so that when a salesman has to handle an unreasonable complaint regarding service or quality he can do so with full knowledge of his subject and not by mere assertions. Nor was increased personal selling efficiency lost sight of. A series of inspirational addresses on specific topics relating to the various lines handled occupied an important place in the proceedings.

One of the pioneers in the staging of practical sales conferences is the Miner Rubber Company, Limited, of Montreal and Granby, P.Q. This enterprising organization sells largely through jobbers. For several years, usually in the early summer, the jobbers and their salesmen from all over the country have been gathered together, either in Montreal or in Granby. The factory is visited and every process from the melting of the raw rubber just as it comes from abroad, right through to the finished rubber shoe, is carefully scrutinized by the salesmen present. They are shown any new process and the strong selling points of Miner rubber shoes *while they are being constructed.* Thus they learn in an unforgetable way the reason for the trade slogan, "Miner Means Merit." This process of education regarding factory methods is considered by the Company's officials to be an important feature of the conferences.

Various other features pertinent to a sales conference are also gone into thoroughly in a "committee of the whole," so to speak, presided over by the General Sales Manager. Practical topics are discussed and freely commented on by the men present, and a sales policy for the ensuing year is agreed upon after thorough discussion. Every man goes back home determined to better his past business, and with the confidence born of knowledge, that he can do this. Results show that he almost always succeeds.

A general sales conference, perhaps unique in its way, was recently held in Toronto by the Canadian "House of Ritchie" or Harold F. Ritchie & Co. Limited, Toronto and Montreal. Fifty salesmen present were first given an instructive and inspiring address on "Salesmanship"; what constituted salesmanship, what a salesman owed to his firm, then to his customers, and what he should always remember in regard to his manner of approach and general handling of customers in matters of delivery, packing, quality, etc.

Then an expert from each of the various firms who manufacture the products sold by this enterprising manufacturers' agency, explained in turn the strong selling points of his line, each talk going into careful details of policy and manufacture. After three days of this educational procedure, the firm's advertising policy was dealt with, a representative of their advertising agency giving a practical address on this topic, and explaining how each man could benefit therefrom. Representatives from abroad were present and gave illuminating addresses on the trade conditions, the people and the business houses dealt with in their foreign territories. It is stated that during the whole week not one man of the fifty or more present asked "when will we be through." They were too much interested in the live proceedings.

The whole gathering was then transported to New York and vicinity. There they spent several days more in visiting the factories which make Ritchie products, the climax of the tour being a forceful address by W. A. McDermid, Sales Manager of the Mennen Chemical Co., himself a Canadian. To say that each salesman received a wonderful inspiration during these two weeks is putting it very mildly.

It is worth noting that in all of the cases above mentioned the work of the conferences—and real work it was—was interspersed with enough pleasure to keep the boys from any suggestion of "going stale"—a frequent happening under the old lackadaisical way of holding sales meetings. To get just the right combination of work and play is one of the problems of the modern sales manager. That he is solving it successfully, the instances mentioned above will bear effective witness.

Do the results achieved by these modern sales conferences pay for the time, trouble and expense involved? Ask any sales manager who has organized one and then watched developments. You'll get a rousing affirmative every time. Ask any salesman who has attended—and he'll tell you about increased sales and earnings—and a better frame of mind toward his daily work.

Enthusiasm, esprit de corps, intelligent salesmanship, these are the results achieved by this new type of sales conference, now happily becoming more and more common as the conviction grows that we are surely passing from a buyer's to a seller's market. Loyal, intelligent, aggressive salesmanship will be the greatest contributing factor toward business success in the days of keener competition that are to come. The old 'gabfests'—to quote Jim's characterization in the opening paragraph—are doomed. The newer sales efficiency demands more constructive effort, and in this effort, sales conferences of the type outlined in this article will play a most important part.

* * *

The Federal Trade Commission demands now that a business house shall cut out treating; i.e., permitting its salesmen to buy theatre tickets, cigars, dinners, etc. for their customers. Well, since so many of the clear havannas now come from Porto Rico or Lancaster County, Pa., I don't know as I care much

CAN THE MIDDLEMAN BE ELIMINATED?

3. How Distribution Costs CAN Be Lowered

Continuing his articles in the last two issues of Marketing Mr. Ingersoll shows how the expense of distribution can be lowered. Economies in the performance of distributing activities seeming impossible, as shown in his previous articles, Mr. Ingersoll now shows how some of the expenses may be eliminated or reduced. Slow turnover perhaps the largest factor in high expense of selling. Concluding the series of articles.

By William H. Ingersoll
Marketing Manager, Robt. H. Ingersoll & Bros.

IF for a moment we indulge in a consideration of a vast scheme of collective ownership by consumers, including retailing in all lines of business, wholesaling, manufacturing, growing and mining, we are confronted with problems of organization and management greater than those of government.

Not Even a Ripple in Trade

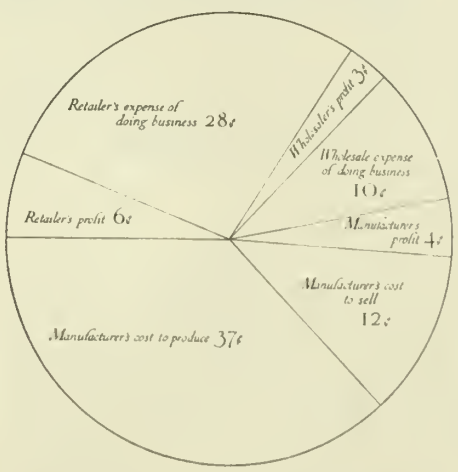
The cooperative movements of Great Britain, great as they are and involving hundreds of millions of business annually, are not large enough to have made a ripple on the surface of Britain's trade. The ordinary retailer and wholesaler still do business without concern.

Successful as the "coops" are generally regarded, they have made no general change in conditions and it is seriously to be doubted whether they have conveyed any real economic benefits. Side by side the older wholesale and retail houses successfully compete with them for trade, smaller though they are and without the psychological advantage of having the consumers as "members" or shareholders with all the prejudice that men hold in favor of things to which they "belong" and which belong to them.

To extend the cooperative system to a point where it became a material factor in the situation would bring such complications in organization and management that men could hardly cope efficiently with them. We would have business on a scale analogous to that which governments have had to carry on during war time in making, buying and distributing munitions and clothing and food supplies. The limitations of human capacity would be felt, waste, lost motion, high costs, politics, favoritism, indolence, jealousy, bureaucracy, if not graft, would creep in. Is it not better to divide the job up into small lots and leave it to men according to their initiative and ability to handle it on their own responsibility under competitive conditions and within limits that they can comprehend and grapple with, instead of lumping it into so great a task that the magnitude surpasses even imagination?

The socialist will answer one way, the democrat the other. But I submit that we have seen that bigness has resulted so far in increased operating expense and that except for inside prices of doubtful validity, it could not compete. Why then extend it? I further submit that so long as human nature remains as it is, and so long as we employ the principle of private property and capital at all, that moderate sized units closely and competently managed under the customary incentives of the profits of the competitive system, will excel larger units in economy of operation if artificial advantages to the latter are withheld. And the limits of size in the field of distribution are much sooner reached than in the industrial field.

We have found no way of eliminating the labor of distribution. Our experiments in new forms of distributors have not disclosed economies in the performance of the work. We have not discovered an exorbitant profit, absorbed by the "grasping middleman." Personally, we know the dealer to be much like other men, we know him as a neighbor and citizen, and we know that usually he works hard without getting rich.


Retailer's expense of doing business 28¢
Wholesaler's profit 3¢
Wholesale expense of doing business 10¢
Retailer's profit 6¢
Manufacturer's profit 4¢
Manufacturer's cost to sell 12¢
Manufacturer's cost to produce 37¢

Results of an inquiry in 1916, tracing products of 40 typical factories, from makers to user, showing average expenses and profits at each step. 50 cents of each dollar goes for selling expenses.

The Real Way Out

Have we followed this long reasoning then only to end in discouragement? No! There is a way,—not a royal, easy road to lower living costs, not a simple change of form and names and ownership in the elements of the distributing chain to bring a wondrous reformation, but a reasonable way to secure benefits in return for patient, intelligent effort toward our goal.

Let us give democracy a real trial.

Let us improve the system that we have, instead of looking at the green fields far away. How?

The one unreasonable condition that our analysis has disclosed is the *expense* of distribution, not the multiplicity of unproductive functionaries that may easily be eliminated, nor the burdensome profits so often suspected. But our distributors do spend too much to do the job.

Figure 3 indicates that 50 cents out of each dollar goes for the manufacturers and middlemen's selling expense.

Our next suspicion might be that while we cannot dispense with the wholesaler or retailer, that there may be too many of one or both to be supported economically in the field. While I believe that there would be a small net gain if the number were reduced by half or two-thirds with sturdier size for the remainder, there has not been an advantage with size or concentration of trade to warrant hope on this ground alone.

But a saving of expense could be realized by greater skill and efficiency on the part of the distributors. We suffer from too great an investment in stagnant stocks.

Supposing for simple illustration, that a dealer carries a stock worth $30,000 at selling prices and that this allows him a gross profit of 33 1-3% of his sales, thus making the cost of his stock $20,000. Supposing further that he sells out his stock once a year, *i.e.*, he does a business of $30,000 at a gross profit of 33⅓% or $10,000. Assume that

his expenses are 28% or $8,400. He would then make a net profit of 5¼% on his sales or $1,600. This based upon his investment in stock would be 8% on his capital employed. On this basis he could not safely do business on less than 33¼% gross profit, which means 50% added to what he pays for his goods as the consumer's price. Indeed, on this basis he would be better off to invest his money in Liberty Bonds and hire out to work on a salary without risk to himself. Yet this would be a great burden on the consumer. To have his goods marked up 50% on the last distributing operation alone is "too, too hard."

Supposing now that a new dealer buys out this store and by more capable handling, without investing any more in stock, is able to sell out three times a year. Figure the results. Allowing for the moment that his expenses remain the same, he would have $90,000 of sales at 33¼% gross profit or $30,000 and his net profit would be $4,800 or 24% on his capital invested. Again, if he could sell out 6 times a year on the same investment in stock, he would net 48% on capital invested. On this basis even though his selling expense remained at 28%, he could somewhat reduce his prices to consumers with safety.

But let us see if his expense percentage reasonably need remain at 28%. If we analyze his expenses, we find that they fall into two classes, one depending upon the length of *time* his goods remain in stock and the other depending upon the *labor* expense of handling and selling. The first then relates to the rate of selling out,—in trade parlance called "turn over." It applies to such items as rent. The longer the goods remain in stock, the longer the dealer must charge them with rent expense for shelf-room. The second relates to the amount of goods handled irrespective of the time occupied in the process, though there need not be a direct variation of labor expense in proportion to the volume. It applies to such items as advertising, and wages paid to clerks.

Taking the one turnover a year if we examine the dealer's expenses they would be found to be somewhat like this:

ONE TURNOVER

	Per cent.	
Time Expenses:		
Rent	6	
Interest	6	
Heat, light and insurance, etc.	2	14
Labor Expenses:		
Buying and traveling	1	
Clerk hire	8	
Advertising	2	
Expressage, delivery and supplies	1	
Breakage, loss, obsolescence, miscellaneous	2	14
		28

Suppose now, that we see what results from speeding up the turnover so that the same store with the same stock investment sells out 6 times instead of once. Its time expenses amounting to half its total expense are immediately divided by six. As long as the stock is held down there will be no more rent or other "time" expenses, so that an operating charge of 14% is at once reduced to 2⅓%.

As to labor expenses, the *amounts* will surely increase with more goods to be handled, but the *percentages* should not increase, but on the other hand should tend to show a reduction. It should not for instance, require six times as many clerks to handle the larger business in the same size store and stock.

But assume that the labor expense remains the same. The result would then be:

SIX TURNOVERS

	Per cent.	
Time Expenses:		
Rent	1	
Interest	1	
Heat, light and insurance, etc.	⅓	2⅓
Labor Expenses:		
Same as before		14
		16⅓%
		instead of 28%

Here is a saving of 11⅔% or more than the combined net profit of the retailer and jobber as shown in Figure 3, only a part of which could be saved under the most favorable circumstances. If we were willing to assume that the labor expense might come down to 10%, we would gain 4% more and cut the total by more than half.

Now, our illustration is an elementary one, but it goes to the essence of the distributing problem in that it attacks the admittedly high *operating* expenses of distributors, instead of assuming that the high prices are due to unrighteous profits which might be conserved for the consumer by returning them to him through some cooperative ownership plan. High prices are due to waste and inefficiency, not to graft or greed.

MUST HAVE EXPERT MANAGERS

It is in this that the "coops" are barking up the wrong tree. Unless they can supply a host of more expert managers there can be no marked gain, no matter who owns the stores or pockets the profits. Only skill can overcome the waste.

As a practical matter the largest factor in the high expense percentage of operating stores, is the slow turnover of stocks. The fixed expenses have to be charged against too small a volume of business. The country pays interest and operating charges on too great an investment in stocks in proportion to the business done. The solution lies in cutting down the stocks without reducing the amount of sales,—doing the business on a smaller investment. Increasing the *size* of the business does not reduce expense percentages if the stocks increase proportionately. Size alone only makes for complication and lost motion as is shown by the higher expense of the department store compared to the smaller store. Quick turnover means lower expense, as is demonstrated by the smaller expense of the grocery store with its quick selling stock as contrasted with the jewelry store. (See Figure 2.) The grocer is not a better merchant than the jeweler, but his goods sell faster in proportion to investment. And all could cut down their stock investments without curtailing volume of sales if they were better sales "engineers."

In my own experience, I have seen a moderately successful drug store that was turning its stock barely twice a year, come under new management and do five times the volume of business on half the stock,—in other words, turn its stock ten times instead of twice. It was able to give far better values to its customers and yet make far more itself.

MAKE SLOTHFUL DOLLARS WORK

The secret is to make slothful dollars in idle stocks get busy, start rolling and yield a return.

While our illustration of multiplying turn-over by six may be a bit too ambitious for a general program, it is not so far out of the way as to miss the point. If goods cost less through true savings, there would be purchasing power to absorb more of them. More goods would be sold. More therefore would be produced. Employment and earnings would be greater and also would buy more per dollar.

(*Continued on page 165*)

BUSINESS MANAGEMENT

COMMENT AND SUGGESTION ON PROBLEMS OF PRODUCTION, FINANCE AND SALES; INVOLVING PRINCIPLES AS WELL AS METHODS

Edited by E. ST. ELMO LEWIS, 347 Fifth Avenue, New York, U.S.A.

All Communications Relative to this Department should be Addressed to Mr. Lewis. Please use your Business Letter-Head. Comment on any phase of the Subjects Treated in this Department Solicited from Readers

THE department of Business Management will be an Open Forum for the discussion of problems arising in the management of a business, in the broadest sense. The Editor hopes every reader will consider it a place where he may ask questions, give experiences, criticise opinions and statements of others, and make such other contributions as he may think proper. In asking questions please enclose stamped (U. S. postage) and addressed envelope for reply, if a personal answer from the Editor is desired. The Editor cannot engage to write special reports, or make personal investigations under such an arrangement, but he will comment or suggest on any clearly stated condition. He will not be responsible for any letters, data or material lost in process of transit or handling, while of course, using every care to insure the safe return of material. All letters should be addressed to the Editor, 347 Fifth Ave., New York City.

"PUTTING IT OVER" ON THE SALES COUNSEL

THE men were talking in a great square office, in the office building of a specialty company in a western city.

The Salesmanager looked across his desk to his assistant—"Who are the men the Boss went to lunch with to-day?"

"One is our new sales counsel—so he calls himself. He's going to show us how rotten we are," smiled the Assistant, as he shuffled the papers in his hands.

"Who said so?"

"The Boss's secretary told my stenographer that the new sales counsel was expected to-day. He came in this morning—brought an Assistant with him, too," went on the assistant, looking serious.

"What is he going to do?"

"Make a market survey throughout our sales territories, or something like it."

"Thanks, I wish him luck. Probably the Boss'll find we know some thing about our market too. Let me have the expense accounts for last week before you go to-day—and, by the way, you might let me have a memo on what the new man in Atlanta has been doing since I've been away. Might let me have figures on the sales expenses in St. Louis Branch for the last three months, too. I don't like the way Jones has been acting about that new job he was offered. . .What did you say that fellow's name was?"

"Beaumont, I think."

"Oh yes, I've heard of him. Makes a good speech, they say. . .I don't believe I'll go to the baseball game to-day, so you can let me have those figures as soon as you've a mind to."

"I hope this new wonder doesn't ball things up for us now that we've got things coming our way?" remarked Johnson, the Assistant, as he opened the door.

"Don't let him worry you, Johnson, I'm not going to let him interfere with our work or my digestion. I think I know what to do with him," pleasantly smiled the Sales Manager.

* * *

"By the way" said the General Manager, as he comfortably blew a cloud of cigar smoke in the air, "when do you begin?"

The man opposite, a comfortable looking individual—with a restless eye, and a ready smile: "I'm at work now," he answered.

The General Manager regarded him in thoughtful silence.

"Your secretary has told the Assistant Sales Manager's stenographer I was on the job—they were talking in the hallway just as we came out. The Sales Manager of course knows it by now. Therefore, my plan is already at work. Don't worry. Your sales manager is all right. Much of my value to you is in the fact that I am here. Your sales manager is a scrapper—he has brains, too. He knows I am here. I am potential trouble. He knows he is not on top of this job. He doesn't need a brick house to fall on him. He just needs to be shaken out of his rut. You will see that he gets the complete schedule of what you and I have in our minds to do. Give it to him as a report from me. He'll fight it. Call it bunk—theoretical—impractical—but, he'll get busy at doing what we want.

"I think he'll go after it like a hound on a hot scent.

"In three months you'll have what you want well begun if you let the plan drift into him. If he was a

ABILITY

"Ability to make money and ability to use money seldom belong to the same individual—and neither are by any means identical with the ability to live a full Life."

Glen Buck.

different kind of a man, this plan wouldn't work. He'd quit. This man won't. He knows he has not been on the job. You're going to see some beautiful shadow boxing from now on. In the end I must take the count—roll over—play dead. That is a part of the game.

I'll go over his new plans, outlines and budgets which he will begin to send into you, check him up—make suggestions—and in the end you'll have what you want—and a real sales manager, too. If you don't—then you'll know without a doubt that what you need more than anything else is a *new* sales manager."

"Simple enough—sounds as if it might work"—slowly commented the General Manager as he flicked cigar ashes into the grate.

Beaumont continued, as he made a note in a book:—"Of course,—the only thing the matter with your man, as it looks to me now, is—he's grown job fat and mentally lazy—works too hard over unimportant, routine details—he is suffering from ingrowing mind—got to shake him out of it—scare him into action. That would be my way of handling him. He has the brains—the capacity—but he thinks he is doing all that is necessary—and he has too many worshippers who tell him he is the last word in sales management. He likes it. He's getting too much of this candied talk, and he'll have softening of the muscles, hardening of the arteries, if you don't make him change his diet. Just as men of forty-five have to change their eating habits, so a successful manager has to watch his mental sweetmeats, or he gets mentally fat, lazy, and diabetic.

"I'll give you, within a few weeks, some questions about your market to put to him. He won't be able to answer them. They'll wake him up. He'll see you are in earnest about this increase. He'll begin to think about his job again, as he did five years ago. You'll come back with more questions. He'll be thoroughly awakened by that time. You'll have in a day or two a new assistant—will be a man I'll send you—from my own staff. That assistant will be a figure shark with markets at his finger's end. He is not a sales manager. You and the Sales Manager will run a race as to who will know most about the salesmen, compensation, training, territories, quota, etc. in the sales department. Give him all he'll take. Ask for more. Make him sweat, wear him down into fighting trim. Send him to study quota methods—compensation ideas, etc. of other companies. If he doesn't bring back the facts—send your new assistant. You will only have to do that once. Your man will come clean next time. When he says a thing won't work, make him say so in writing—then send it to me. If he's wrong, I'll prove he is.

"You will not need to see me here, only once in a while at the Club in New York. If I'm not mistaken, by next year you will have a new sales manager, and"—pausing to make his point—"*You'll know you have*, and not the least, my friend, he'll have a General Manager who believes in him."

* * *

A year later, the two met again.

"Well, we've got a different sales manager," chuckled the General Manager. "He's a changed man. It's been wonderful"

"Fine," said the other man.

"And, by the way, Beaumont, I want to thank you for what this thing has done for me. It showed me a great deal about getting men on their toes, and much about this business I never thought of before."

"Thank you, I'm sure, but that, too, was a part of the plan, you know. You had to go along with Jones!"

The General Manager thought that over several times before he went to bed that night, and smiled appreciatively.

* * *

The Sales Manager looked at his assistant—"Well, Jim, we've not heard much of that Sales Counsel of the Boss's, have we? I told you we needn't worry much about him, didn't I?"

"You called the turn, I'll tell the world, you called it, Mr. Jones," grinned the Assistant.

—*J. M. D.*

"Functional management leads ultimately to the democratization of our industries. Whether it be in the city or in the state or in the nation, we are finding out that democracy will not work with a few men controlling all operations, no matter how competent, farsighted, and amiable the few may be. Democracy in government means not only the rule of the people but the participation by the people in their government in the largest possible fashion.

"In an industrial establishment the doing-away with the military control, and especially the functionalizing, makes every worker share, according to his ability, in the conduct of affairs. In other words, after scientific management has been introduced, the shop is run by the collective intelligence of the many, rather than under the 'I say so' of those who, in the language of the day, own the business. Under this scheme the employees become more attached to a business. There are infrequent changes in the personnel and this aids very materially in wise administration."

Morris L. Cooke, Phila.

Almost Always

"Too often the weak executive gathers weak men about him."—Franklin.

"Efficiency is first of all, or *needs* first of all for successful operation, a certain state of mind. This state of mind involves first the belief that efficiency, beyond that already attained, is certainly possible, attainable and vitally valuable; second, the understanding that efficiency, like any other result of value, is to be attained and maintained by study, records, organization and inspection demanding maintenance expense; and thirdly an active determination of the executive organization to co-operate enthusiastically and continually. This state of mind may be called efficiency-will."—*Franklin.*

Win Ontario First

Ontario is not only the most populous. but the most prosperous Province in Canada, She excels all other Provinces in the variety and value of her products, and the progressiveness and high living standards of her people.

Ontario produces one half the annual wealth of the whole Dominion.

Ontario is Canada's greatest manufacturing Province and Canada's greatest agricultural Province as well. The distinction is unique. No State in the American Union possesses it.

Ontario farmers produce field crops of greater value than those of any other Province in Canada.

Investments in Ontario's manufacturing industries are one half those of the entire Dominion. These industries produce more than one half the country's total output.

Ontario's industrial payroll is more than one half that of the entire Dominion.

Ontario consumes more than one half the Dominion's imports entered for home consumption.

Ontario subscribed for more than one half the Victory Loan of 1919 and over one half of all the subscribers in the Dominion live in Ontario. One person to every 5.5 of population bought Bonds, the highest ratio in Canada.

Over one half the rural mail delivery of Canada is located in Ontario.

Ontario leads all Canada in her Educational Institutions, her Financial Institutions, and as a Publishing centre. She leads also in Building Construction, extent of Retail Trade, miles of Steam and Electric Railway, number of Telephones, number of Post Offices, number of Automobiles and Trucks and in the distribution and use of Hydro-electric energy.

There is no other part of Canada with so much distributed wealth, or where the average family is so intelligent or lives so well.

Ontario is the largest, the most easily accessible and the most profitable market in all Canada.

The Globe

is the most powerful advertising medium in Ontario. Many experienced advertisers make it the backbone of their campaigns. Advertising success and Globe advertising are synonymous.

The Globe has the largest morning circulation in all Canada. It has never used a circulation premium. No morning paper in Canada which has not used premiums has ever attained one-half The Globe's present circulation.

Let The Globe help you to win Ontario. No other advertising medium of any sort can give you the same service. No combination of mediums can give you the service at anything like the same cost.

W. G. JAFFRAY
President

The Globe
TORONTO
Member Audit Bureau of Circulations

WM. FINDLAY
Bus. Mgr.

THE WASTE OF ADVERTISING

"These ordinary lines of waste and obstruction are necessarily (and blamelessly) included in the businesslike conduct of production. They are many and various in detail, but they may be classed under four heads. Salesmanship (includes e.g., needless multiplication of merchants and shops, wholesale and retail, newspaper advertising and bill boards, sales, exhibits, sales-agents, fancy packages and labels, adulteration, multiplication of brands and proprietary articles) Thorstein Veblein—"The Dial"—October 18th, 1919.

EVERY once in a while an economist rises and talks about "the economic waste of salesmanship and advertising," particularly the latter.

For thirty years I have been fighting the college professors, some bankers, many production engineers, almost all acountants, and the rest of those who do not understand,—and trying to make advertising efficient; i.e., to cut out the waste, but they continue to judge it by their subjective standards. What makes me wonder is their continued and enthusiastic use of poor advertising in an endeavor to achieve their own futile ends of beating nature. There is Professor Thorstein Veblein in a recent number of *The Dial* taking up 7¾ pages talking about the waste of salesmanship and advertising, all unconscious, apparently, that he is using about $750 worth of space advertising his theories about the waste of advertising and presumably getting paid for it into the bargain like any other good salesman, and yet—Professor Veblein is wastefully inefficient. If he were an efficient advertiser he would put his advertising where it would reach the public who needs his goods, which would surely not be the intellectuals who read *The Dial*. I wonder if such as Professor Veblein ever realize the contradiction of their theory with their practice?

* * *

A speaker before a forum the other night said, "Advertising is one of our largest economic wastes."

"Why do you advertise," I asked him.

He hesitated a moment "I mean the advertising of mercantile commodities." In ten minutes he admitted there was practically no difference between the waste of time and of money. A waste was a waste. That we could waste a dollar an hour just as much listening to him as in buying a necktie. The ensuing discussion brought out some interesting ideas and facts. One was the statement that the Government at Washington had $6,000,000 invested in the thousands of books, reports, statistics, etc., which tireless experts had carefully formulated, and yet this product is stored in warehouses, with no plan or adequate means of letting the people, who presumably need the education, know what was there—a most efficient saving of advertising and selling costs, but a wretched impotence in distribution and an economic waste of production.

* * *

One of the great discoveries of the day is that the world requires education. Advertising and salesmanship is the method by which the world is to be taught. They may be called preaching, teaching, authorship, lecturing, they are in essence and even in performance the same: There is one practical difference—advertising pays its own way, chargeable to the thing it advertises, paid for by the people it convinces, as does salesmanship.

The professor may hide his teaching inefficiency in a comfortable sinecure endowed by a soap manufacturer who made his millions through efficient advertising. A preacher, too, may be an incapable beneficiary of a successful salesman's work in marketing prunes.

It is no wonder that practical men sometimes compare these panaceas of the theorizers with the practical effects of their applications. The social organization which such men as Professor Veblein are after is, of course, that type where committees of experts would decide what hats and shoes the people should wear; what music the people should hear, what food they should eat, and what furniture they should use. But even then from an advertising standpoint we would presumably have the public placard or news sheet which would advertise the committee decrees, with a view to selling the people; or, perhaps, they may go so far as to demand a czaristic function for the expert! Advertising and salesmanship would merely change its name to propaganda, and the lecturer, who would go about selling the people on being satisfied with the scientifically benevolent decrees of the experts.

Who can doubt that advertising and salesmanship would be invoked, at the same time in the process of the new social order's progress, to make communists of all the socialists, and syndicates of the anarchists; to oust all the opsonic treatment experts in the Board of Public Health in favor of the chiropractors; and all the Vebleinists to make way for the Haywardites; and would there not be millions of words, tons of paper, and pounds on pounds of ink hurled in the war between the vegetarians and the meat eaters?

Just think, too, what would happen if the Emersonites and the Taylorites ever got into a jam over whether the nationalized railroads should use the Taylor or the Emerson systems of management?

Do you think for a moment that these experts with a job at stake would overlook the use of printer's ink and the salesmanship of expert speakers!

Would it not indeed be the very apotheosis of advertising and salesmanship?

We are trying our best in spite of the professors who say it is uneconomic, the engineers who sneer, the bankers who wish they could sequestrate all competition, and the ignorant manager who persists in maintaining the prerogatives of a Kipling, to make it efficient. For twenty-seven years the writer has been preaching the doctrine—

That advertising is a necessary factor in creating a mental link between the idea, the production, and the market.

That efficient advertising is not to be measured in pages, colors, pictures,

BUILDING
AN ORGANIZATION

You must have a business for which there is a genuine need; that is, you must fulfill some useful function in the life of the nation. When you must lay out your business along fundamentally sound principles. I mean that you must plan your activities that they will lead to legitimate profit when efficiently administered.

Charles H. Sabin, Pres't Guaranty Trust Co. of N.Y.

A World's Record Made in Canada

THE FAMILY HERALD AND WEEKLY STAR reaches ONE out of every FIVE farm homes in Canada, every week.

A publication reaching the same proportion of farm homes in the United States would have a circulation of 1,300,000.
(There is no such publication.)

THE FAMILY HERALD and WEEKLY STAR holds the world's record for covering territory. In every province, in every county, in every township of Canada where there are farm homes, you will find this great National Farm Journal an important factor in the lives of the farming people. It has held their full confidence for more than fifty years.

As an advertising medium the FAMILY HERALD and WEEKLY STAR is endorsed by every leading advertising agency and advertiser who knows Canada.

Circulation Exceeds 150,000 Weekly

Member Audit Bureau of Circulations

Advertising rate, 40 cents per agate line. For either Eastern or Western editions, separately, 25 cents per line. Published every Wednesday; forms close previous Wednesday. Full page type space, 10 x 17 inches (952 agate lines). Columns, 238 agate lines x 14½ ems, four to page.

The Family Herald and Weekly Star

Canada's National Farm Journal

Montreal Established 1870 Canada

or words, but in impressions on the minds of the people.

That the facts as they are, focused into selling plans, copy, and mediums are the only sure foundation of selling success.

We ask help to do this.

We hope we will not be considered profane when we ask the gentlemen who talk of economic waste of advertising to think a bit over their own jobs:—and see if they are really earning their keep, either by their skill, or the value of their contribution.

Nobody, least of all we who have made a specialty of the technique of distribution, claims that much of the advertising is not wasteful. Surely it is a waste when the professor does not educate, the engineer does not produce goods at reduced costs, the accountant does not account, the banker cannot safely finance.

We see the thousands of drifting students inhabiting the No Man's Land of trained failure—we have waded through the reams of obscuratism known as engineering reports—we have helped cut the red tape of inept accountancy; we have groaned under the paralysis of visionless finance. Now inevitably comes the radicalism which would mean a net of spiritual reaction, that would palsy the progress of business, industry, and commerce, that would turn out the light which has shown up the private pull, nepotism, and petty graft in business.

Cut out the wastefull inefficiency in *all* business activities; in that we, are with economists, bankers, teachers, managers.

Find what makes too much advertising and selling inefficient—start with a few—the lack of marketing facts by which to guide practice intelligently; the supervision of advertising, which is essentially an art, by men who know nothing of the art; the sales malpractice of the peanut organization politics of cheap men; and that system of selecting your advertising agency which places your advertising on a par with your fire insurance, a bit of petty graft to be handed to an official's relative or personal friend.

To pour the sales baby out with the advertising bath is not the way to gain in marketing efficiency.

What the world wants and needs is more honesty of purpose and performance among its teachers, no matter what *they* have to sell. It needs more vision among its leaders to see beyond their own small talents and narrow ends, the larger purpose of a social service where all may be raised to a truer application of the acid test of values, not to a servile confidence in the omniscience of an expert few, or the voice of the Trotzky mob. To do this the world needs *more* advertising and *more* salesmanship to aid every good thing—every high talent—every noble purpose. It is groping to-day in its pained bewilderment because it has not had enough of the light which is generated by honest salesmanship and skillful advertising.—*E. St. Elmo Lewis.*

❦ ❦ ❦

We might find some satisfaction in the fact that a business man knew business, if he did not take a pride in not knowing anything else.

"A lot of fellows think it is smart to say they never think of business outside of business hours until they discover that they are competing with people who think about it all the time."
—*Toledo Computing Scale Company.*

❦ ❦ ❦

"It is only the man who has no message who is too fastidious to beat the drum at the door of his booth."
—*G. Bernard Shaw.*

❦ ❦ ❦

As long as Germany closes neither her laboratories, her universities, nor her commercial schools, she can let her rivals have great material advantages which they will be either too indolent or ignorant to develop.

A NEW ERA IN JOBBING SALESMANSHIP

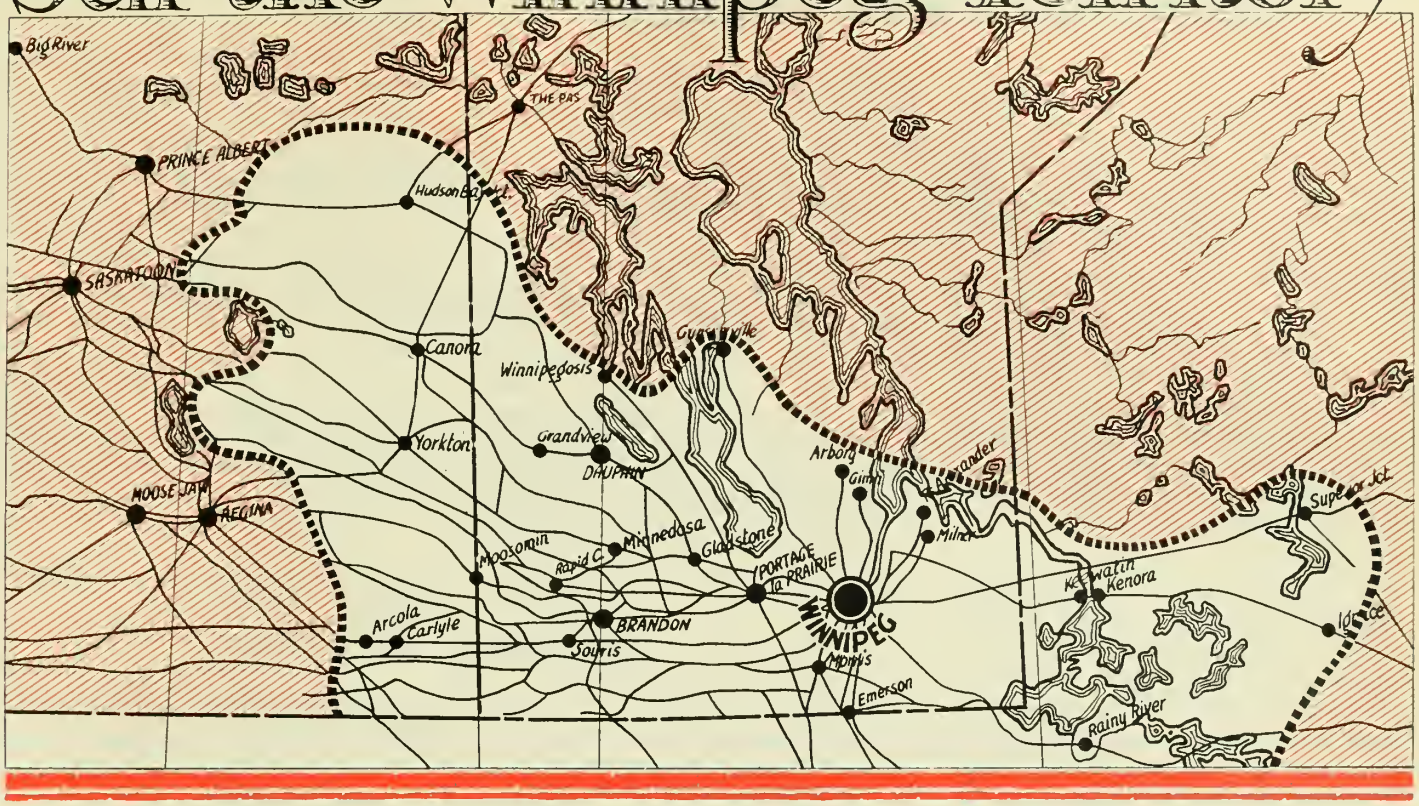
"A new spirit is pervading the entire business world—the co-operative spirit that is taking the place of the old competitive spirit of business. It means harmony of effort, not only between men in the same organization, but between men in widely different lines of business. It is the harmonic action of all the people that are engaged in the business of production to accomplish a certain specific end. Cannot we apply that to our business? Is not there some way by which we can take advantage of this current, and make the current lead us to such successes as have come to railroad builders, to the other big institutions that have prospered and achieved the greatest possible success, by always pulling with the current? I do not think there is any doubt about it. I think this co-operative spirit applied to our business means a greater success than we can now dream of. Generally speaking, we consider the functions of a jobber to be two—to buy goods from the manufacturer, and to sell goods to the retailer. Strictly speaking we stop there. We have made our money when we have made our sale. We have no further responsibility in the matter. It is up to the retailer to do the rest.

"But, as a matter of fact, *have we done all that is expected of us?* Is not there a further obligation resting upon us after we have sold the retailer? Isn't it up to us to do everything that we can possibly do to help that retailer dispose of the goods to the eventual customer? That is the problem that we have to think of in this generation. There is not a single exception in the minds of thinking men but that co-operation is the secret of successful business distribution. It means that co-operation is going to maintain the position of both the retailer and the jobber. If we don't do it, there will be some other method of distribution discovered that will eliminate both the retailer and the jobber. Do you catch the point? . . . . . What we want you gentlemen to do now is to put yourselves in harmony with this movement in its broadest sense; to broaden yourselves by study, by listening to lectures, and by every way that you can, to become *real helpers*, and the merchants that you are calling on will appreciate it.

"Help them in their business, help them in their planning, help them in everything that is going to preserve the retail industry and that is going to preserve the rural centres as centres of trade. What we are going to do now, you already know, and we expect and have plans ready to carry this work into every department of our business and make it still more general in its scope."

C. W. Russell, Vice-President,
M. E. Smith & Co., Omaha, Neb.

Sell the Winnipeg Territory



YOU can place your product in this territory, secure adequate distribution and start selling the consumer in a few weeks—at minimum expense and with the least possible loss of motion—by utilizing the immense prestige of The Winnipeg Free Press.

Published in the heart of the richest section of the Dominion, in a city whose logical position as a distributing centre has earned for it the name—"the Chicago of Canada"—The Free Press reaches over 65,000 homes in Winnipeg and the territory immediately contributing to it.

An advertising campaign placed in this paper, which has been a great Western Canadian institution for nearly fifty years, will convince wholesalers, jobbers, dealers and consumers that you mean business in this territory. Spread proofs of such a campaign before them and your product is sold.

The market is big, responsive and easily reached. The Winnipeg territory extends outside the borders of Manitoba into the eastern portion of Saskatchewan and the extreme western portion of Ontario, as shown on the map above. With its 27 railway lines radiating in every direction, Winnipeg is the natural centre of this big territory, and owing to fast mail service The Free Press gets first attention every day in the prosperous homes of the central plains.

Write for a copy of "The Manitoba Market," an analysis of the merchandising possibilities in this territory, recently compiled by The Free Press.

Winnipeg · Free Press

Ask Any Advertising Agency

EASTERN REPRESENTATIVE: EDGAR J. GUY
302 ROYAL BANK BUILDING ⁘ ⁘ TORONTO

Ten Rules for a Successful Sales Manager

1. Investigate. What is your objective? Find out what your problem is. Find the sticking point. Find the *big* problem, then divide it into little problems. Tackle them one at a time—settle them as you go along. Get the answers. *Be Sure.*

2. Record What You Want To Do—and What Is Done. You owe it to your company, your industry, and to yourself, as well as to society, to know what you are doing and to leave such a record that shall point the way to your successors.

3. Organize. Analyze your work—fix the functions and select your assistants because they know how to do some one thing well, and have sufficient brains to understand their relation to other things that are being done. Select them as potential sales managers to take your place. Functionalize the work; then fit the man to the job as well as the job to the man.

4. Standardize. Find out how any job in the place can best be done. Formulate that best way, to guide the men you are handling, no matter where they are or in what division of your work. Call outside assistance for inside experience. Always be bigger than your job—know the next move, then you'll organize to take care of all portions of it.

5. Be Fair—In your relations with men under you, be fair. Have no favorites and no scapegoats. Make few promises and keep all of them. Don't play politics, but play the game. Don't confound being angry with losing your temper. Anger has a use. Use men for their own good as well as *yours*, or you won't keep them long to be a benefit to yourself. Realize that it's your job to be optimistic. If you haven't faith, you mustn't expect men of less discernment to have it.

6. Plan Your Work. Define what you want to do, then plan with all the resources at your command to consummate it at the least cost in time, effort, money. Better small victories than great defeats. Organization morale is built upon victories.

7. Give Men Incentives and Rewards. Find what your men most want. Realize that all men don't work for the same thing. Give each what he most wants by putting him in the way of getting it. *Give* no man anything. Make him work for it. But when he has won it, give it to him with a smile.

9.—Be a Leader and Developer of Men. Men follow leaders; they turn on drivers. A man you must drive takes too much time. If you're not leading, it's your fault; it's not the man's. Let your slogan be, "Come on, boys!" just as the command in the army is—"Follow me!" This means that you must know the game, you must know the customer, you must know the goods, you must know your company and its policies, the buying capacity, the plan, the idea, the campaign, your objective, better than anybody else in the place knows them. If you don't, make way for leaders. You'll have to.

10.—*Be a Man In All Things.* When you fail, acknowledge it. Take your share of the blame. Don't pass the buck to the salesmen in the field. Smile and turn to a new plan and a new campaign. Call men up to larger things by judicious praise and reward. Never leave a man down after you have called him down, but point the way to better things. Realize at least that every man under you, if he knew what *you* know, had the spirit, the courage and the vision you have, would be where you are, and therefore practice the tolerance of the leader.

11—*Smile.*

Analyzing the Boss

Try this on yourself. It comes from an old friend, Woods Caperton, Sales Manager, Eli Lilly & Co., Indianapolis, one of the best known pharmaceutical manufacturers in this country, and was originally published in their house organ, "Tile and Till."
Narrow measure 118J next

The accompanying set of questions was compiled with the idea of enabling a druggist to get a line on where he stands with respect to the 100 per cent. retailer. Granting that the 100 per cent. merchant does not exist it will be found quite interesting to grade yourself. Be honest with the answers and a review of the questions may enable you to see where conditions could be improved in your store.

Each question is valued at so many points as indicated by the figure at the left. Study the questions carefully and credit yourself with what you think is right in the space at the right. The sum total of your credits will give you your standing.

POINTS		CREDIT
6	—Do you believe in business system in the store?	.....
2	—Are you open to suggestions?	.....
6	—Do you take an annual inventory?	.....
5	—Do you figure profits on selling price?	.....
5	—Can you state definitely what your overhead expense percentage amounts to?	.....
5	—Have your sales reached a maximum for the expense involved in selling?	.....
3	—Do you know what lines pay best and which pay least?	.....
3	—Do you plan advertising carefully and set aside an appropriation for it?	.....
3	—Do you push nationally advertised goods?	.....
5	—Do you discount your bills?	.....
3	—Do you make special effort to sell the higher priced, more profitable articles?	.....
6	—Do you turn stock at least four times a year?	.....
(Allow 1 for one turn; 2 for two turns; 4 for three turns; 6 for four turns.)		
2	—Do you meet your customers personally?	.....
5	—Do you buy from more sources than necessary?	.....
3	—Do you neglect departments in the store you are not interested in?	.....
4	—Are your windows regularly and painstakingly trimmed?	.....
5	—Do you give prompt courteous service?	.....
4	—Do you and your clerks study the merchandise you sell? (Do you know how it is made and best talking points?	.....
3	—Do you make good use of advertising helps?	.....
3	—Do you belong to a local, state or national association? (Allow 1 point for each.)	.....
6	—Do you attend the meetings? (Allow 6 for any one association meeting regularly attended.)	
3	—Do you read at least three good trade journals? (Allow 1 point for each.)	.....
2	—Have you a good mailing list?	.....
3	—Do you use it?	.....
5	—Do your clerks like their boss?	.....
Total 100		Total .....

Western Ontario Market has Capacity for Big Orders

Consider London, Ontario, prospering city of 65,000 people, centre of a farming community of 1,300,000.

Real estate transfers for 1919 total five million dollars.

Bank Clearings for the Year, $164,126,856.

Building Permits, $4,500,000 for 1919.

As a potential market for your goods, as fertile soil in which you can sow your seed of good advertising and expect to reap a bountiful harvest of sales, we honestly believe that Canada does not offer the equal of London and its rural sphere of influence. It is, indeed

A Market Productive of Big Orders

Your access to this responsive field will be most ready and certain when you advertise generously in

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Write for Facts, Figures, A.B.C. Audit, etc.

Branch Offices:

MONTREAL - -	E. L. McArthur - -	Room 102, 90 St. James St.
TORONTO - - -	E. J. Guy, - - -	Room 302, Royal Bank Building
CHICAGO - - -	C. W. Wallis - -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall - - - - - - - -	341 Fifth Ave.
ENGLAND - - -	Robt. Houston - -	1 Arundel St., W.C. 2, London

The Executive and the Sales Problem

MANUFACTURING problems as a rule, can be worked out between the factory men and engineers, as the chief duty of the executive toward the manufacturing department is to see that a competent man is in charge of it. The same is true of the purchasing and accounting departments.

But selling is a different matter. It is just as important, and much more difficult, on account of the keeness of competition, to sell the cars as to build them. Therefore, the policies in regard to sales and service require the most careful consideration.

All stable business is founded on confidence and the automobile manufacturer must have the confidence of his dealers and his customers in order to sell his goods. To secure this confidence he must tell them what they may expect from him and back it up with a guarantee. If the dealer is to carry a reasonable stock of cars he must be protected against declines in prices and discounts. If the customer is to purchase a car, he must be insured against defective workmanship and material and know what he can expect in the way of service.

Even such a business as the patent medicine business is dependent on repeat orders and these, of course, are contingent upon satisfactory results from the first purchase. In deciding what automobile to buy, the customer is confronted by a confusing maze of engineering features, all demonstrated (so the makers claim) to be the best. He is called upon to decide between four, six, eight, and twelve cylinder motors, air-cooled and water-cooled motors; T-Head, L-Head, valve-in-head, and sliding sleeve valve motors; thermo-syphon and pump cooling systems; cone clutches, multiple disk, dry clutches, that run in oil; full-floating semi-floating, three quarter floating axles, light or heavy weight cars, etc.

To get his order you must remove his doubts and confusion and secure his confidence. How to inspire this confidence in a sufficient number of people through advertising, sales, and service departments, and the dealers, is another of the executive's heavy tasks. He must constantly school himself to look at things from the customer's and dealer's viewpoints so that the policies he outlines will secure satisfactory results. He must not only know that his cars are being built right, but that they are being properly looked after by his dealers and service department, so that when a prospective purchaser asks a Chalmers owner what service the car is giving, he will receive a reply that will do more to sell him a car than any amount of advertising and solicitation.

Lastly, the executive is the balance wheel of the organization. He must know when to restrain the enthusiasm of the engineer who wants to build something radical that will not be salable for some time to come. He must confer with the manager of works and sales department and lay out a manufacturing schedule that will keep the big factory producing efficiently and still not leave a surplus stock of cars and material during the winter months.

He must overcome the friction that sometimes occurs between members of the organization and see that his house is not divided against itself. He must strengthen the weak points and watch the strong. He should know how to meet emergencies intelligently and firmly. All this takes patience, courage, judgment, and brains, and the man who combines all these qualities is deserving of all the honor and financial rewards that they bring him.—*Hugh Chalmers.*

MANAGEMENT COSTS

In any enterprise, money wasted by misdirected energy, or by improper policy, is not a legitimate charge on the enterprise, but should be charged directly to the management. Heretofore, such waste has been included in the cost of the enterprise, the blame for the excessive cost of which has too often been laid on those carrying out vague instructions, and whose actions have been governed largely by improper policies.

H. L. Gantt.

"Ten Minute Talks With Workers"

The London Times published "The Trade Supplement" during the recent unusual conditions in the labor market in England, and in this supplement it ran a series of talks on Economics under the general title—"Ten Minutes Talk with Workers."

These talks covered such things as "The Origin of Wealth"—"What is Capital"—"What Capital Does"—"How Capital Gets to Work"—"Money and Prices"—"The Cost of Selling"—"What Capital Gets," etc., etc.

The Banker's Trust Company of New York recently published these talks in the New York papers as advertisements, and at the end of the series sent out the book under the title at the head of this article. If you will address Mr. Seward Prosser, President of the Banker's Trust Company, New York and mention this notice, I am sure he will be glad to send you a copy. I suggest that you ask his permission to publish these talks in folder form for distribution to your workers. In them is some education in fundamental economics that everybody has agreed the workers and we business men sadly need.

❦ ❦ ❦

Who Will Answer Him?

"I think I am safe in saying that up to two or three years ago, sales managers in the true sense were practically unknown in the clothing industry, and if you were to try to-day to secure the services of a thorough sales expert in our line, you would find that only three or four, or at most five, concerns have such executives, and that at best, they have only been engaged in the work for the past few years. Is it not true that it (the sales department) is generally under the supervision of a member of the firm, whose greatest claim to capability lies in the fact that he has had some road experience, and whose methods are a result of that experience? He may have been an excellent salesman, but what about being a good executive? Is he likely to be a good general who inspires confidence and enthusiasm, a good statistician, an analyst, a clever judge of men, etc.?"—*David Kirschbaum, Pres't., A. D. Kirschbaum & Co., Philadelphia.*

❦ ❦ ❦

A salesman's time is too valuable to use for any of the work that can be done by an advertisement.—*Sheldon.*

(Continued on page 144)

Advertisers who buy
known quantities in circulation

plus quality of circulation

circulation that is not "premium forced" nor stimulated in any other way than by making a paper of the sheer editorial merit that wins and holds public good will.

Will respect and be influenced by the remarkable progress in circulation and advertising patronage of ——

The Toronto Star Weekly

The Sunday Edition of the Toronto Daily Star
published and distributed Saturday Night.
It is illegal to distribute papers on Sunday in Ontario

It has the largest circulation of any Week-end Newspaper in Canada.
It has the lowest advertising rate per 1000 of circulation of ANY paper in Canada.

Circulation

February 1919	A.B.C. Audit	February 1920
77,330		110,500

Advertising

January 1919		January 1920
204½ cols.		405½ cols. (4 issues out of 5)

We commend these facts to
all advertisers—particularly
United States firms looking toward Canada.

United States Representatives—Charles H. Eddy Company

Fifth Avenue Building, N.Y. Old South Building, Boston Peoples' Gas Building, Chicago

Farm Papers That Rea
Western Can

Fully 65% of the population of Western Canada live on farms.

Here is a fertile but profitable market.

As farmers cultivate their ground to produce greater crops---so is this Western Canada market open to the advertisers who properly cultivate it.

The farmers of Western Canada are far richer than in any other part of the Dominion---they produce far greater agricultural wealth.

There is no limit to the value this market offers.

Since it is an unlimited market---there is---only---the question of how to reach it effectively.

The farm papers of Western Canada are by far the most effective---and most economical means of reaching this great buying power.

This year the buyin
Canada farmers will
before. They will
tractors, trucks, aut
tires, lighting plant
household and farm
kinds, etc.

Over 200,000 of the quarter of a million farmers in Western Canada subscribe to one of these journals.

In no other field is any paper looked upon by the reader with as much interest as the farm paper is by the farmer.

Consider carefully this profitable farm field when preparing your Advertising campaign for Western Canada. Go thoroughly into the honest and valuable claims we present for reaching this field.

The Associated Farm Jour

"Canadian Power Farmer"
Formerly Canadian Thresherman and Farmer
(*Monthly*) WINNIPEG (*Member A.B.C.*)

"Farmer's Advocate"
(*Weekly*) WINNIPEG (*Member A.B.C.*)

h 200,000 Progressive ıda Farmers

is a second "Bible to the farmer, to his wife and to his children.

ı it, the farmer finds just the reading he desires---how he can solve his many roblems---new ideas that may benefit him---and all of the latest market news. It is ssentially these things in which the farmer is vitally interested.

power of Western e larger than ever ant thousands of ıobiles, automobile farm machinery, equipment of all

For his family---the wife finds an interesting woman's department---and the children real educational and entertaining features.

The natural result is that the farmer uses these papers as his guidance for buying. From their pages he selects his purchases. Therefore the manufacturer whose advertising appears in their columns receives his share of the farmers' business.

Further, these farmers of Western Canada can by no other means of publicity be reached as economically as through these farm mediums.

t is a purely a localized field in which the farm paper is supreme.

dvertising in them costs less than ¾ of a cent per thousand, with no waste rculation to pay for even at this low cost.

Circulation. rates and all other information and data can be obtained rom any or all of these farm papers, from their special advertising epresentatives or from any advertising agency.

nals of Western Canada

"Grain Growers' Guide"
(*Weekly*) WINNIPEG (*Member A.B.C.*)

"Nor'-West Farmer"
(*Semi-Monthly*) WINNIPEG (*Member A.B.C.*)

Marketing and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance. Single Copies 25 cents.

ADVERTISING RATES, 15c. an agate line per insertion. Special contract discounts on application. Forms close 15th of the month preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XIV, No. 3 MARCH, 1920

OUR NEW EDITOR

With this issue we began a new department, "Business Management," with E. St. Elmo Lewis as its Editor. This announcement will be welcomed, we are sure, by business executives everywhere who know Mr. Lewis as one of the foremost authorities in this field. It emphasizes the fact that MARKETING takes second place to no magazine anywhere in securing the services of the best writers on business subjects.

As the toastmaster would say, Mr. Lewis is so well-known as to need no introduction. The positions he has held in the business world, over a period of many years, the books he has written, the standing of the firms seeking his counsel on sales and organization efficiency problems, the articles by him which have appeared in MARKETING during the past year—clearly establish his qualifications as a writer who can give the highest business executives something well worth their reading.

Readers are invited to submit their problems for discussion in this department or, where confidential, by personal reply. In preparing the material for his department Mr. Lewis will have the co-operation of more than one hundred general managers, sales, advertising and marketing executives. Probably no Canadian publication has ever offered its readers a service of more practical value than is available through this department under Mr. Lewis's direction. It is up to you to make the most of it.

* * *

The fakir makes use of advertising for the same reason that the counterfeiter makes use of the genuine coin.

THE MOULDER'S UNION

We said last month that any attempt by the manufacturers to use advertising patronage as a club to stifle tariff agitation would defeat its own ends.

This must be clear to anyone who reads the statement by Mr. Chipman of the *Grain Growers' Guide* appearing in this issue. Manufacturers who use their buying power to fight low tariff advocates will find arrayed against them a far mightier buying power which can, and undoubtedly will, be used, if the issue is to be fought out in this way.

It is ridiculous to think that any publication which influences public opinion to any extent, can be silenced by withholding advertising patronage.

"Moulding the Moulders of Public Opinion" is said to be the title of a booklet outlining the Murray policy of punishing the low-tariff press. The would-be "moulders' union," under the guidance of organizer Murray, will find that this is one use of advertising which does not pay the advertiser.

* * *

SIZING UP PROSPECTS

Almost any salesman can go over his list of prospects with you and tell you which ones are not worth calling on. In some cases he has tried to sell them, and found that there was no chance. At least this was his conclusion. There was nothing wrong with his canvass, we are left to assume. These men just can't be sold, that's all there is to it.

In many other cases, if your inquiry is pushed far enough, it develops that he has not called on the prospect—or has not seen the right person. He just doped it out that it was no use. Why waste time calling on "impossibles"!

We were told recently of such a salesman—a fairly good man, too—who seemed to have milked his territory dry. He managed to keep up a fair flow of orders, but rarely did a new customer appear on his order slips. He was selling everybody that could be sold.

The boss regarded him as a valuable man, nevertheless. And when a salesman in another territory left the house, this man was transferred to take care of that territory. It was thought that he could take care of it better than a new man.

The new man was given his territory and not being so experienced, did not know which of the prospects were not worth calling on. So he set out to call on everybody, regardless. Within a few months nearly half his business was coming from new customers—and he had increased the sales of that territory by more than one-third.

Too many salesmen have the habit of following a beaten track. They don't like being turned down—and yield to the tendency to call only where they think it likely an order may be secured. Probably you are losing lots of possible business because of this failing among your salesmen.

It has been overcome by transfer of men to new territory, with strict instructions to call on every prospect. But the situation is best met by keeping your own office records of prospects and insisting that call-reports show every prospect periodically covered. Few salesmen's territories are as thoroughly combed for business as they should be. Sometimes it is the salesman who needs sizing up, more than the prospects.

Are your salesmen making as many calls as they should? Are they making *all* the calls they should? How much of their time is spent with prospects—how much trotting around, or travelling? How many times do they pass up a few prospects to jump to where they feel more sure of getting an order?

Do you measure their value by the degree in which they develop the possibilities of their territory? Or by the amount of *new* business they secure? Or merely by the volume of business they turn in?

There is plenty of room for more intensive sales-work in many sales organizations.

BUILDING UP HOME INDUSTRY

Some of our advertiser-friends are embarrassed and think it unkind that we should noise abroad the fact that they go to New York and Chicago for advice as how they should advertise in Canada.

Doubtless it is embarrassing when a man stands on a platform advocating protection for home industries, solemnly urging us to keep Canadian dollars at home to help build up Canadian industry—for someone to speak out in meeting and ask him why his advertising in Canadian papers is placed through a United States advertising agency. It sort of puts a crimp in all his carefully thought out arguments. He doesn't know just what to say.

If he answers that the United States agency is able to give him more for his money—you may ask why he doesn't forego this possible advantage in order to build up home industry, this being what he has been urging you to do.

If he should answer that United States advertising men are more capable—you may point out that many of the most competent advertising men in the United States are Canadians who work there because Canadian manufacturers do not appear to want their services in Canada, and that strong Canadian organizations could not be built up or maintained if all manufacturers went abroad for their advertising service. And that more capable men could be kept in Canada if all Canadian manufacturers would practice what they preach and help "build Canadian industries" by using "Made in Canada" advertising service.

In fact, he would be embarrassed to find any argument in favor of protection or patronizing home industry which applied with any force to his own product or industry, which does not apply with equal force to his own buying of advertising.

The advertising industry in Canada merits the support and encouragement of Canadian manufacturers every bit as much as any other Canadian industry merits the protection and patronage of loyal Canadians. But it has not needed the protection of a tariff on brains—except perhaps in the cases of a few manufacturers who think it unkind that we should call attention to their inconsisteney.

What do *you* think of Canadian manufacturers who parade their patriotism and beg your favor for "Made in Canada" reasons—yet whose advertisements, seeking such patronage, are prepared by United States agencies?

We are likely to hear a great deal in coming months about the urgent necessity for protecting and building up Canadian industries. Is it unkind to remind some of these manufacturers that they should see to it that they come before the court of public opinion with clean hands?

CUTTING OUT THE MIDDLEMEN

In his articles in MARKETING, William H. Ingersoll has been showing that co-operative societies, direct-to-consumer schemes, department and chain stores and other plans of "saving middlemen's profits," do not in fact accomplish any substantial saving.

His conclusions seem to be borne out by the report appearing in the daily newspapers of the trading activities of the Grain Growers of Saskatchewan. As reported in the press dispatches, this co-operative society showed an operating loss of some $31,000. This loss, it is argued however, is made up by the cheaper purchases made by members. In other words, there was really not much, if any, saving after all.

Why is it, anyway, that these co-operative efforts to "cut out the middleman" concern themselves only with buying. The farmers seem over-anxious to "cut out the middleman" in what they buy, but we have not learned of any considerable effort to eliminate the middlemen between themselves and the *buyer of their products.* Why is this?

If middlemen are an unnecessary evil and should be eliminated why not an earnest effort to serve the public by eliminating the middlemen who stand between the farmer and his "consumers"? If the "middlemen" make too much that they do not earn, why not an organized effort by the farmers to save it, and divide the benefits with the ultimate consumer?

If there were more general concern about saving expense in connection with what we *sell* there would be less need of it when we buy.

Wise men regard advertising as they do an umbrella—a good thing to keep up in unfavorable weather.

AUTO INTOXICATION

Some people seem to lose their balance over statistics dealing with the ownership of automobiles. They assume that the number of automobiles owned or purchased in a given community indicates the prosperity or purchasing power of that community.

We have seen the figures used as evidence of the wonderful prosperity of the farmer, for example. The fact that more motor cars in Canada are bought or owned by farmers than by city folks is supposed to mean that the farming community is better able to buy your goods than are struggling city dwellers.

But this sort of figuring proves misleading. While the farmer affords a bigger market for automobiles, accesories and supplies, on the basis of these statistics, it does not follow that this fact, of itself, is conclusive evidence of his state of affluence.

It used to be that ownership of a "stable" by a city man was accepted as an indication of affluence. But we were never told that farmers had so many more horses and rigs than city people, and were therefore the more prosperous. It was understood that a horse and carriage in the city was a "luxury"—in the country it was a "necessity."

To a large extent the same is true of motor cars. They are replacing the "horse and rig"—and prove a necessity in the country, where they are more or less of a luxury in the cities. So don't be too hasty in concluding that the farmer is "rolling in wealth" simply because he is buying motor cars.

The function of this Advertising Agency—

is to relieve advertisers of all the burdensome details involved in planning, preparing and placing advertising campaigns, and to assure, through expert guidance, greater results from money expended in advertising.

THIS requires organization; experienced copy men to devise the plan, write the copy and procure the illustrations; rate experts to prepare the most effective list of publications; skilled clerical help to check each insertion and to see to it that the advertiser gets what he pays for.

EVEN the larger advertisers, with a good advertising manager and special clerical staff in the advertising department, can derive distinct benefit from our organization.

THIS is well illustrated by the number of advertisers whose accounts we look after, and whose individual advertising expenditure runs into many thousands of dollars annually.

IF you are interested in finding out how our organization can save your time and produce greater results from your expenditure, telephone, wire or write us and we will have one of our representatives call on you.

"It's All in the Service"

Norris-Patterson

Limited

ADVERTISING AGENCY

10 East Adelaide St., TORONTO

232 St. James St., MONTREAL

(*Continued from page 112*)

ean names to ereate the impression that they were American-made—in some eases even going so far as to stamp the shoes "Made in America."

Leading manufacturers feel that the time has eome when this sort of thing should be stopped. Sure of their ground, with the knowledge that their shoes, in style, workmanship and materials, can hold their own with Ameriean or any other make of shoes, they are taking aetive and aggressive steps to convince Canadians of these faets. They propose to show that the Canadian shoe industry is entitled to their good-will and support—not on sentimental or so-ealled "patriotie" grounds, but in the interests of maintaining and building up a worthy industry for the benefit of every elass of the eommunity.

Other Canadian Industries Similarly Placed

Other Canadian manufacturers will realize that the eonsiderations whieh led the shoe industry to undertake this eampaign apply with equal if not greater foree in their particular industry. The neeessity for intensive and aggressive cultivation of the home market has been ignored, overlooked or "postponed" by many Canadian manufaeturers, in many different lines of business.

There is reason to believe that this shoe campaign is but the fore-runner of many more efforts, individual and collective, seeking to win greater favor by making the merits of different Canadian-made produets better and more widely known and appreciated. Nothing eould be better ealculated to win support for the manufaeturers in connection with any tariff issue. The old-time lobbying and wire-pulling methods will prove a poor relianee without the backing of a considerable publie good-will and pride in the produets of Canadian industry.

Surely the value of going direct to the public with a straightforward, businesslike argument has been amply demonstrated in reeent years.

* * *

The annual sales convention of the Office Specialty Company was held during the last week in February at the Toronto branch of the Company. Branch managers and star salesmen from all over the Dominion were present. Managing Director and Treasurer, Harry C. Slemin presided and welcomed the delegates in a forceful address. He outlined past successes and future opportunities for the application of time and money-saving office devices and system as a means of solving high office overhead costs. A theatre party, followed by a supper at the King Edward Tabard Room, was provided for the guests.

We Do Not Handle Competing Accounts

WE believe that, in order to give a really valuable advertising agency service, it is necessary to thoroughly learn a client's business.

We believe too that where two or more accounts, competing in the same field, are handled by an advertising agency, that it is seldom possible to secure the necessary close contact with clients.

Because of these two beliefs, we have made it our policy to handle no competing accounts.

The H. K. McCANN COMPANY Limited

Advertising

A Complete Advertising Agency Service

CANADA TRUST BUILDING

14-16 King Street East **Toronto, Ontario**

The Book Every Buyer

Seventh Successful Annual Edition With New

Marvels at its Completeness

"The completeness of your advertising book has always been a matter for wonderment. The arrangement of the matter seems to be as perfect as anything which has come to my notice." F. T. Stanford, Canada Life Assurance Co., Toronto.

Found it Absolutely Invaluable

"We have used LYDIATT'S BOOK in connection with our Canadian advertising during the past four or five years, and have found it absolutely invaluable. It has not been found wanting in any particular." W. A. McDermid, Sales Manager, The Mennen Company, Newark, N.J.

A Great Convenience Almost Daily

"Won't you accept a word of appreciation of the excellent way in which data in your rate book is compiled. We find it a great convenience almost daily. It is a very compact compilation." H. S. Van Scoyoc, Canada Cement Co., Montreal.

Indispensable in Their Work

"We have found your book very complete and convenient. We do not recall anything that we have wanted in connection with Canadian papers that is not in the book. It is indispensible in our work." Proctor & Collier Co., Cincinnati, Ohio.

Of Inestimable Service

"In every way a very admirable little publication. It has proven of inestimable service to us from time to time." A. E. Ames & Co., Toronto.

Notably Accurate

"We think your book is a most excellent production, notably accurate in the matter of data for the Canadian press, handy in form, concise in its information, and generally most useful for anyone engaged in the work of advertising." Mather & Crowther Ltd., London, England.

Of Great Value

"A most useful reference book has been of great value to us in connection with our Canadian advertising." Veno Drug Co., Manchester, England.

Very Useful in Their Office

"We have found LYDIATT'S BOOK to be very useful in our office, and in our opinion it is quite complete in every respect." Edmanson, Bates & Co., Ltd., Toronto

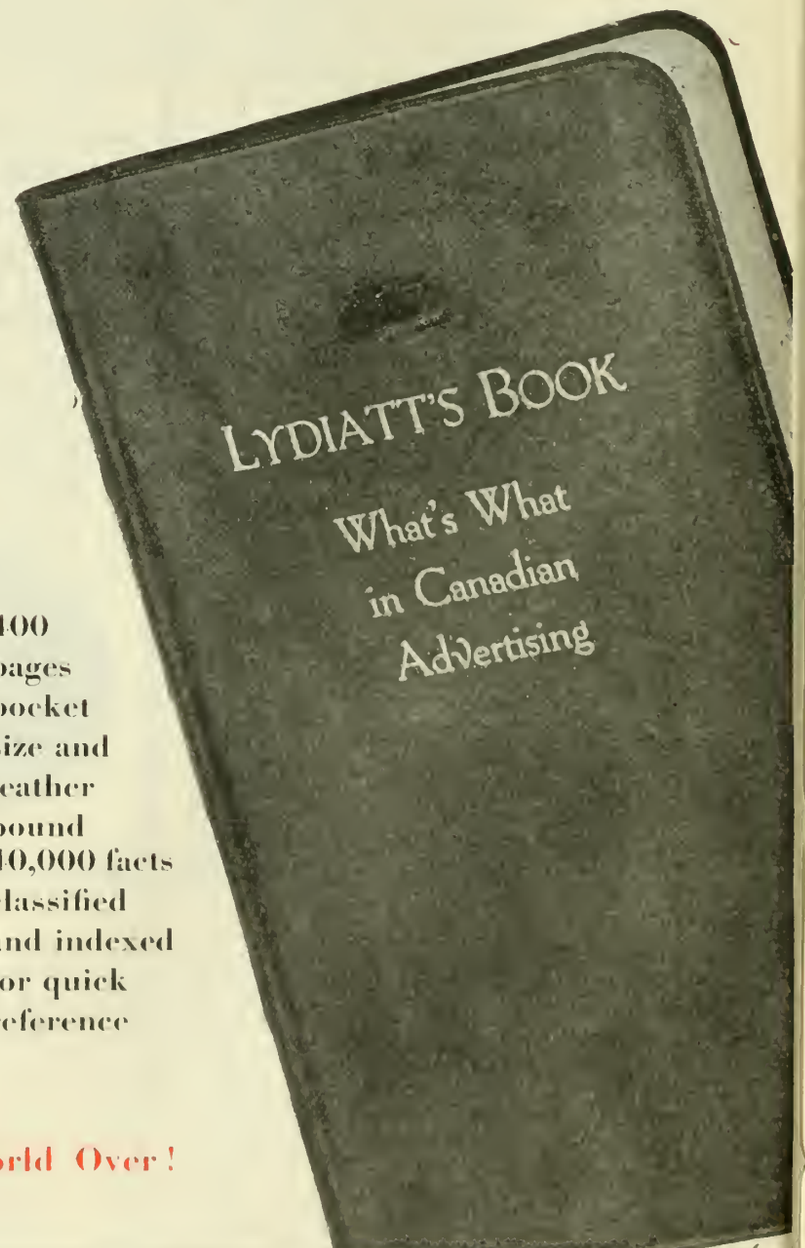
"We find the data in your book very valuable and refer to it almost daily." G. F. Morrow Atlantic Sugar Refineries, Montreal.

"It is quite the most valuable book of its kind that I know of. I seldom go into a conference where such matters as media and rates are going to be discussed without this book in my pocket." D. J. Beatty, Northern Electric Company, Montreal.

"We have found your book very helpful" George Batten Co., New York.

"I consider your book the most valuable mine of information and one which should be in every advertising manager's desk" W. M. Mackay, Lever Brothers, Limited

Not until you see how much information it contains that you need almost daily can you fully appreciate how useful it will be to you.



400 pages pocket size and leather bound 10,000 facts classified and indexed for quick reference

No Other Book Just Like It the World Over!

# of Advertising Needs

920 Data and Advertising Rates Now Ready

HERE is a concise compilation of the facts and figures about Canada and Canadian advertising mediums to which advertisers have most frequent occasion to refer. All the things needful to know yet hard to remember, conveniently classified in a compact little book. For example:

Marketing Statistics

in exceptional detail, variety and completeness, carefully revised up-to-date, occupy pages 324 to 378. Here are the latest census figures of manufactures, agriculture, population, (distribution, race, religion, occupations, earnings, number dwellings and families, etc.); bank clearings, building activity, number autos, retail stores, industrial payroll by cities, imports, exports and other trade figures—literally thousands of up-to-date figures indicating trade conditions and market possibilities.

Daily Newspapers

every daily in Canada listed on pages 25 to 78, (with characteristics of each province and city graphically described), with carefully checked data showing advertising rates, latest circulation figures, (divided to show local out-of-town, net paid and gross average—compared with previous year) column sizes, which use mats or unmounted plates. Essential information for any advertiser who wishes to buy intelligently. Also condensed data leading U.S. dailies for comparison.

Magazines and Illustrated Weeklies

are listed on pages 92 to 105, showing column sizes, closing dates, net paid and gross circulation compared with year previous, current advertising rates. Also tables showing distribution of their circulation by provinces—volume of advertising carried—and comparative rates and Canadian circulation of U.S. magazines.

Agricultural Publications

are listed on pages 106 to 123, showing column sizes, closing dates, net paid and gross circulation, and current advertising rates. Also distribution of their circulation by provinces—volume of advertising carried by each—and comparative rates and circulation of representative U.S. farm papers.

Trade, Technical and Class Publications

are listed on pages 125 to 153, showing field covered, column sizes, closing dates, circulation and advertising rates—indexed by classes on pages 154 to 156.

Poster and Street Car Advertising Data

is given on pages 164 to 188, showing poster locations and rates in each city, names of plant owners, etc.—list of cities have street cars, number passengers carried and rates.

Directory of Advertising Agencies

will be found on pages 189 to 254, with complete lists of advertisers for whom they place business in Canadian publications. Also list of foreign representatives of Canadian publications,

Engraving, Printing, Type, Postal, Customs

and other desk data frequently needed by every wide-awake advertising buyer—showing specimens and costs of engravings, display type specimens, paper and envelope sizes, proof-reading marks, postal and customs regulations and rates, trade mark and copyright regulations, express rates—list of Canadian house organs, catalogue of best business books, suggestions for preparing copy, etc.

So accurate, so complete, so useful, that like many other advertisers, you'll wonder how you ever got along without it. Not a mere directory, but a complete data and rate book for advertisers—strictly independent and impartial. As indispensable to the advertiser as a time-table to a traveller

Buy Your 1920 Copy Now

and get twelve months use of it.

All data condensed, classified and indexed for easy reference. Pocket-size, substantially bound in genuine leather, gold stamped. Seventh year of successful annual publication. Postpaid to any address, $3.00 a copy. Obtainable only from the publisher

Complete in Every Detail

"We wish to congratulate you upon the excellence of your advertisers' guide book. It seems complete in every detail." Ford Motor Co., Ford, Ont.

Most Useful

"Your book is most useful to this agency and I, personally, find it invaluable." Consolidated Advertising Service, Toronto.

An Extremely Useful Book

"An extremely useful book—we have long needed something of this nature. You are to be congratulated on the thoroughness with which you have met our requirements." Frank Presbrey Company, New York.

A Desk Companion

"I am sending you one of the copies that has been in use in our office. Its well-thumbed condition shows how much it has been used. Will continue to be a desk companion." A. J. Denne, Smith, Denne & Moore, Toronto.

Most Comprehensive

"It is the most comprehensive thing of the sort I have seen. Contains much information never before combined in one volume, and will prove very valuable." F. W. Hunt, Massey-Harris Co. Ltd., Toronto.

Hardly a Day He Doesn't Refer to it

"There has hardly been a day on which I have not had occasion to refer to it for something. For the selection of publications to carry Goodyear advertising it is my "advertising bible." Advertising Manager, Goodyear Tire & Rubber Co., Toronto.

An Invaluable Book of Reference

" LYDIATT'S is an invaluable book of reference. It is a matter for regret that its example cannot be emulated over here. No agent can have as his keynote 'Disinterested in any newspaper' and also run a directory." Clarke, Son & Platt Ltd., London, England.

"Very valuable indeed as a handy reference book." E. Sterling Dean, Advertising Agency, Toronto.

"We find LYDIATT'S BOOK of great service, it is my pocket companion." Federal Advertising Agency, London.

"Send us a copy of your new edition as we are now planning our campaign for 1920 and this would be of considerable service." McClary Manufacturing Co., London.

"All the information I need is contained in your book 'What's What.'" Wm. Wrigley Jr. Co. Ltd.

"A very excellent compilation of its kind." Ames Holden McCready, Ltd., Montreal.

"A veritable mine of information." Mitchell's Advertising Agency, London, England.

"We have found the information contained in it not only valuable but easily accessible." Penmans Ltd, Paris, Ont.

W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

5,000 Copies
—sold the first day

15,000 Copies
—sold the first week

—absolute proof to the publishers of La Canadienne that the possibilities of the French-Canadian field are even greater than estimated,—and the circulation guaranteed "25,000 copies monthly" will be easily maintained.

Newstands in Quebec sold practically their entire first consignment of La Canadienne within a few days.

La Canadienne has met with a ready sale as the French Canadian has long wanted a magazine of such superior merit. There is no COMPETITION in its field. So all danger of duplication and waste circulation is eliminated. ONE magazine carries your message effectively.

La Canadienne has an unique place as a selling force in Canada —a force you can well afford to investigate.

Sell your goods to the third of Canada that's French-Speaking.

La Canadienne is published by the publishers of EVERYWOMAN'S WORLD, Canada's Greatest Magazine.

Continental Publishing Co.
Limited
Toronto, - - Canada

N.B.—A circulation of 25,000 monthly is guaranted and will be proven by A.B.C. audit, membership having been applied for

BUSINESS MANAGEMENT

Edited by E. St. Elmo Lewis

(*Continued from page 134*)

Discipline and Lord Fisher

"I told the Dardanelles Commission (Why they asked me I don't know) that Jellicoe had all the Nelsonie attributes except one—he is totally wanting in the great gift of insubordination. Nelson's greatest achievements were all solely due to his disobeying orders."

"*Memories*"—*Lord Fisher, Ex-First Lord of the Admiralty.*

THERE'S a chuckle in every page of Lord Fisher's "Memories" and an inspiration in every bit of them. What an antidote for the smug, complaisant, comfortable, I-am-the-God-of-things-as-they-are-and-should be, fatuous, incompetent, and glorified failures, whom the system rears into good places by the promogeniture of pelf.

It will be strong meat for most of the sueeess school of writers who worship always at the Shrine of the God of T.A.T.A.A.S.B. and hate an innovator with a consuming and deadly hatred, consigning him to the Cehenna of their Indifference.

Lord Fisher takes it out of the Higher Ones, and oh, the joy he finds in his ieonoclasm.

He doesn't fume and fret about the incompetent lesser officials. He doesn't rave about the little men—but he does go after the Big Pretensions, and leaves little to worship, and he says it with a charming sailor directness that makes you fairly hug yourself with glee to see the B. P's, in their private offices, gold lace, top hats, genuflections, flunkies, private secretaries, and swarms of lickspittles, described as he does in the case where he waxes indignant over the loss of Brock "of imperishable memory and Victoria Cross bravery" who died with the landing party at Zeebrugge, "uselessly, for no such folly was ever devised by fools,"—but he must talk about it, he says "from the fullness of a disgusted heart, that such lions should be led by such asses."

One might expect such talking to be met with a bolt from High Olympus.

But we see beyond these words and phrases—behind the apparent cynical contempt for the epaulettes and decorations, to that soul of discipline which recognizes true authority, flowing from the perfected knowledge, skill and spiritual domination of the man who is truly a leader. Lord Fisher preaches that duty of insubordination which Roosevelt preached at El Caney, which President Jaekson preached and practiced, which Dewey practiced—when the subordinate rises superior to his job.

As I have often told salesmen and advertising men, "Unless you put your job in jeopardy at least once in every thirty days you are not living up to your opportunity." But mark you this—you must be right, you cannot fail, because success is the only pardon for insubordination.

* * *

But these "Memories" are a strong tonic for the feather-headed temperamentalist who might be led to think and act in the terms of impudenec and impulse. They will be anathema to the safe and sane who worship at the shrine of sacred tradition.

But for the red blooded, the doers of deeds, the thinkers of thoughts, they will be a joy and intoxieant that does not often flow from the pen of a great man.

If you ean stand it—read Lord Fisher's "Memories."

* * *

"Standards do not eliminate inefficiency."—*Wattley, U.S. Stores Co.*

* * *

An Opportunity for a Great Association

What's the matter with the National Association of Manufacturers? Why don't they raise a fund of $2,000,000 to $3,000,000 and finance a real educational campaign on the real fundamentals of American economics. Do they find it utterly impossible to formulate a progressive program? Have they been so long immersed in the negative attitude of mind that their main purpose in life is to fight the union? Do they find it utterly impossible to perform the constructive function that is plainly their part at the present time?

The country is looking to an organization such as the National Association of Manufacturer's to do the big constructive thing. It should constitute itself the economie leader of the country in times such

ANOTHER OF THE ADVERTISEMENTS WRITTEN FOR US

The advertisement printed alongside is the winner of the third prize in our recent advertisement writing contest. It was written by Mr. R. Cassels of 31 Marjorie Avenue, Toronto, a returned soldier.

The "unknown man" who won the first prize turns out to be Mr. John Martin, the assistant advertising manager of the Massey-Harris Co., Ltd., City. Mr. Martin's advertisement was printed in the last issue of MARKETING

**DO YOU APPEAL TO WOMEN?*

You must, if you want your advertising to produce best results—because the women of Canada do the buying.

Women buy 90 per cent. of the food, 80% of all other household requirements 95% of their own and children's clothes, and 23% of men's wearing apparel. Statistics show this and successful advertisers have proved it.

The most forceful appeal to women is through the medium of keenest interest to them—a woman's magazine.

Of all Canadian magazines, circulation figures prove women's interest in and preference for EVERYWOMAN'S WORLD. From coast to coast of the Dominion it is read by women of all ages and all classes.

Details of circulation open for investigation.

The only Canadian magazine offering complimentary co-operative dealer service to the advertiser.

Write for full information and sample copy.

Everywoman's World

Canada's Greatest Magazine

Head Office Toronto

*The starred copy is the fourth prize — K. Weston, 310 Dupont Street Toronto.

dominate!

THOSE manufacturers who, through advertising, dominate in their respective industries, are the dominant users of space in EVERYWOMAN'S WORLD, the dominant publication in Canada. They selected this selling medium after exhaustive study and test. They know that EVERYWOMAN'S WORLD cuts down the waste of competition and distributes goods to the consumer at lower cost than any other magazine in Canada. They know its volume of advertising is high because of this economy. They know that the market which this all-Canadian magazine sweeps is so vast and productive that it cannot be exhausted. Their keyed tests proved that it is read from cover to cover and that a high percentage of our subscribers respond readily to their appeal. They also appreciate the educational value of their advertising being reproduced monthly in EVERYWOMAN'S STOREKEEPERS—a complimentary service to stimulate dealers throughout the Dominion.

These progressive manufacturers are now planning ahead to combat the inevitable peacetime reaction by increasing their schedules. Follow their lead! Make your product also a household word in the homes of our 100,000 subscribers —NOW—when conditions are so favorable. Your success will be limited only by the power and persistence of your appeal. Show the strength that commands attention—DOMINATE your particular field! Full data on request.

Continental Publishing Co., Ltd.

259 Spadina Avenue Toronto, Ont.

LA CANADIENNE, our French Canadian monthly, unlocks the door of a 3,000,000 market for you.

Selling the Consumer

is a problem with all advertisers. The Advertising Scale solves this problem by bringing your advertisment directly before the consumer in the store where your product is sold. Your advertisement is assured of a prominent, continuous display and acts as a last minute reminder to the consumer.

Progressive advertisers have readily recognized the value of the Advertising Scale and you will have to act promptly to secure space in the second series of 500 Scales which will soon be in operation in a selected list of locations throughout Toronto.

It will pay you to be posted regarding this new advertising medium. Send for our booklet which contains statistics and valuable facts regarding advertising in general, and the Advertising Scale in particular.

Advertising Scales Limited

26-28 Adelaide Street West TORONTO

as these. What is it doing? How is it doing it? Why isn't it bringing results? Contrast this attitude with that of the Plumb Plan Committee, which is organizing to put over the "heads I win, tails you lose" policy of the Union.—*E. St. Elmo Lewis.*

❦ ❦ ❦

Why They Went Into National Advertising

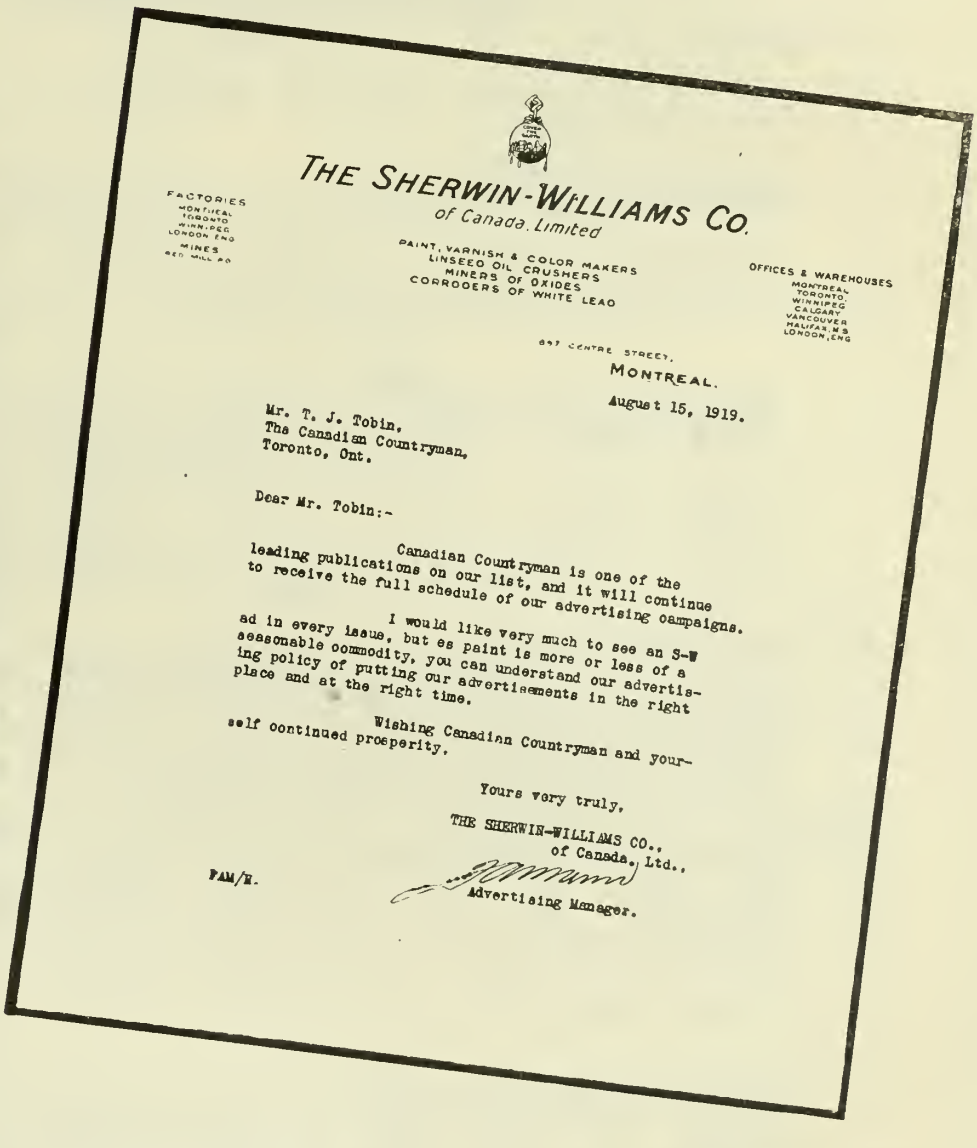
The American Rolling Mills Company (Middletown, Ohio,) in arriving at a conclusion relative to the utility of advertising, said this:

> "In any advanced civilization the producer soon becomes helpless unless the article can be sold. Economic production must be on a large scale. The goods must find a steady market or the mill wheels cannot turn. The personal work of the salesmen is the most important of selling activities. If this is seriously neglected, the business cannot thrive. Experience has demonstrated, however, the folly of attempting to perform all the work of selling by means of personal interviews. In the case of a specialty like Armco Iron, this would involve the complete demonstration of its merits by the salesmen to an impossible number of customers. This is the opportunity of the printed word. The page advertisement with its illustrations, the booklet with the fullest discussion and accurate information, the letter enclosure dealing with specific products or phases, perform the missionary work with millions of prospective buyers and opens numberless well-guarded doors. Advertising of the kind with which we are concerned does not bring home the harvest—it plows the fertile ground and sows the seed."

This is a sane, sensible, and adequate summary of the fundamental thought back of an advertising campaign, and yet there are thousands of concerns on this continent who could apply this simple philosophy to the problems of their own market, but who will not and cannot see what advertising can do for them. If asked to give one reason why they cannot see it, I would unhesitatingly say that it is due entirely to one thing—these men are all the time thinking of what the advertiser, the publisher, the advertising agency are getting and not the potential thing which they are buying.

Why did the American Rolling Mills Company depart several years ago from the policy of concentrating their selling activities on salesmen

Canadian Countryman Occupies a Leading Position on List of Sherwin-Williams Co.



THE SHERWIN-WILLIAMS CO.
of Canada, Limited

FACTORIES
MONTREAL
TORONTO
WINNIPEG
LONDON, ENG
MINES
RED MILL P.Q.

PAINT, VARNISH & COLOR MAKERS
LINSEED OIL CRUSHERS
MINERS OF OXIDES
GRINDERS OF WHITE LEAD

OFFICES & WAREHOUSES
MONTREAL
TORONTO
WINNIPEG
CALGARY
VANCOUVER
HALIFAX, N.S.
LONDON, ENG

897 CENTRE STREET,
MONTREAL.

August 15, 1919.

Mr. T. J. Tobin,
The Canadian Countryman,
Toronto, Ont.

Dear Mr. Tobin:-

Canadian Countryman is one of the leading publications on our list, and it will continue to receive the full schedule of our advertising campaigns.

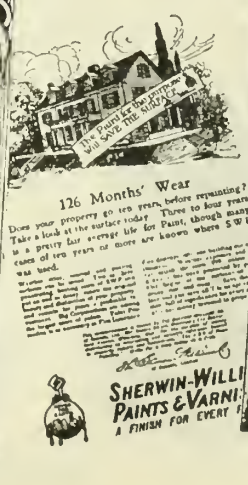
I would like very much to see an S-W ad in every issue, but as paint is more or less of a seasonable commodity, you can understand our advertising policy of putting our advertisements in the right place and at the right time.

Wishing Canadian Countryman and yourself continued prosperity.

Yours very truly,

THE SHERWIN-WILLIAMS CO.,
of Canada, Ltd.,

PAM/E. Advertising Manager.



$50,000,000.00

During 1919 from Dairy Produce in the

GREAT CENTRAL DAIRY BELT

Not in **All** Canada, but in the Great Central Dairy Belt **Alone.**

PROOF POSITIVE, surely, of the exceptional prosperity of these 20 Counties of Eastern Ontario and Western Quebec in which

The
Ottawa Farm Journal

with its January average circulation of 22,195 easily leads all other Farm Papers.

National Advertisers have been quick to recognize the tremendous pulling power of THE OTTAWA FARM JOURNAL, as is evidenced by **their** continually increasing patronage.

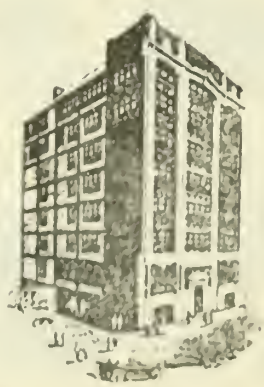
Figures taken from February issue of "Marketing" show that THE OTTAWA FARM JOURNAL again **leads All Canadian Farm Papers** in the volume of advertising carried in January, 1920.

A wonderful market is here for every worthy product. Have you made provision for adequate representation in the columns of THE OTTAWA FARM JOURNAL?

The Ottawa Farm Journal
OTTAWA, ONTARIO

TORONTO OFFICE
J. B. Rathbone, Manager,
95 King St. East

LONDON, ENG.
Robert Houlton, Effingham House,
Arundel St., Strand, W.C.,2



Journal Building

NEW YORK
Chas. H. Eddy Co.,
1011 Fifth Avenue Building

CHICAGO
Chas. H. Eddy Co.,
Peoples Gas Building

BOSTON
Chas. H. Eddy Co.,
Old South Building

and the advertising and trade and technical journals and by means of catalogs, booklets and folders? People ask why they should go into the general mediums. The answer is very plain to the initiated. The American Rolling Mills Company had grown beyond the confines of its technical entourage, and had become a big, national institution.

Some sales managers go through a long life and never realize what makes a sale or what contributes to it.

A man buys an automobile. He buys it for many reasons. We'll say for the sake of argument he buys it because it's cheap, because of its horse power, because of its looks, because of the clever salesman; but back of all those things there must be something else—he buys it for many unconscious reasons. These unconscious reasons are the reasons he hears from a thousand different sources. They never flow up onto the plain of consciousness; he probably is never conscious of them at all, but the approval of his fellowman in making any purchases that he makes is one of the things that he seeks—and for that reason national advertising has created a psychological condition which forces many an organization into big profits.

The American Rolling Mills Company recently said:

> "The policy is a settled one and is pursued consistently in good times and in bad. When money is scarce and orders hard to secure, the advertising is a much needed assistance to the salesman. When our order books are filled for months ahead and production cannot keep pace with the demand, publicity is necessary to hold our position of leadership and provide for the market of the future."

More than half the total advertising appropriation for this organization is concentrated on general publicity mediums.

* * *

Efficiency Production

Efficiency, Efficiency, Efficiency, that is the only road to a higher standard of living for our people; there are no short cuts, and you cannot go cross lots. The industrial enterprise which by the superior efficiency succeeds in earning a large profit, so far from doing so at the expense of the people, is in reality the best friend that the people have, for it is a pioneer blazing the trail and leading the way to a higher output and a higher standard of living for all. You cannot raise the people's standard of living unless you first increase their per capita production.—*The Truth About the Labor Question.*

PUBLISHED EVERY THURSDAY
$1.50 PER YEAR IN ADVANCE

THE BEST ADVERTISING MEDIUM IN CANADA

1866 *LONDON, CANADA* 1920

THOUGHTFUL ADVERTISERS

GET THESE FACTS BEFORE YOU PLACE YOUR ADVERTISING IN ANY PUBLICATION

1. **The number of NEW SUBSCRIPTIONS secured during the last year.**
2. **The number of Subscriptions STOPPED during the same period.**
3. **The percentage of renewals for the same period.**
4. **The total amount of cash received from subscribers, by the publisher, for the same period.**
5. **The present net paid circulation.**

IT'S EASY TO TEST THE VALUE OF ANY PUBLICATION IF YOU HAVE THIS INFORMATION

Any publication which has to secure a completely new list of subscribers each year is not of much interest to its readers; and advertising in its columns is not likely to be read.

The publication that is most likely to bring results for the advertiser is the one that the subscribers pay full price for in advance and renew their subscriptions voluntarily. Therefore the actual amount of cash received from subscribers and the percentage of renewals are the surest test of value to the advertiser.

Every year, we furnish to the Audit Bureau of Circulations the information to give you these facts.

HOW MUCH OF IT DO YOU GET?

The Farmer's Advocate and Home Magazine, as a member of the Audit Bureau of Circulations, believes that the Audit Bureau should exist to furnish full information to advertisers, not to suppress it.

HOW CAN YOU GET THESE VITAL FACTS ABOUT CIRCULATION?

Take the matter up direct with the Audit Bureau of Circulations stating that you require them to furnish this information in all "Publishers' Statements" and "Auditor's Reports" issued by the Bureau.

WHY BUY ADVERTISING SPACE OF UNCERTAIN VALUE?

The William Weld Company, Limited
PUBLISHERS LONDON, CANADA

The Farmer's Advocate and Home Magazine
(Member of A.B.C. since its organization)

A Complete Service on Fine Color Work

Whether you wish a label, a cut-out, a window-trim, a show-card, a striking carton design or an offset booklet, we are equipped to give a complete service.

We will first study your needs carefully. Suggesting a striking idea, designing a graphic color display through which to put this idea across, then carrying out our own suggestion in the most effective manner---these are successive steps in the production of fine advertising color work which we are taking every day.

We can analyze your problem and produce results, just as we have done in the case of "Rockland Buds" and other products. Note the striking two-piece colored cut-out featuring "Rockland Buds", reproduced above.

Put Your Color Display Problems Up to Us

The Standard Lithographic Company of Canada, Limited

FINE COLOR WORK

LABELS CUTOUTS SHOW CARDS, ETC.

23 Temperance St. TORONTO

Know Your Customer

The value of closely analyzing your market, and your customers, is convincingly shown by a famous automobile manufacturer in talking to a number of salesman, as quoted in recent issue of the *Saturday Evening Post*.

"The secret of advertising and selling goods," he said, "is a thorough understanding of the action of what we call the five senses: sight, feeling, smell, taste and hearing. To these we really should add a sixth sense known as equilibrium, or balance."

"In every advertisement there is a chance to satisfy two or more of the six senses. In selling the finished car to a prospective customer there is again opportunity as well as necessity to satisfy requirements.

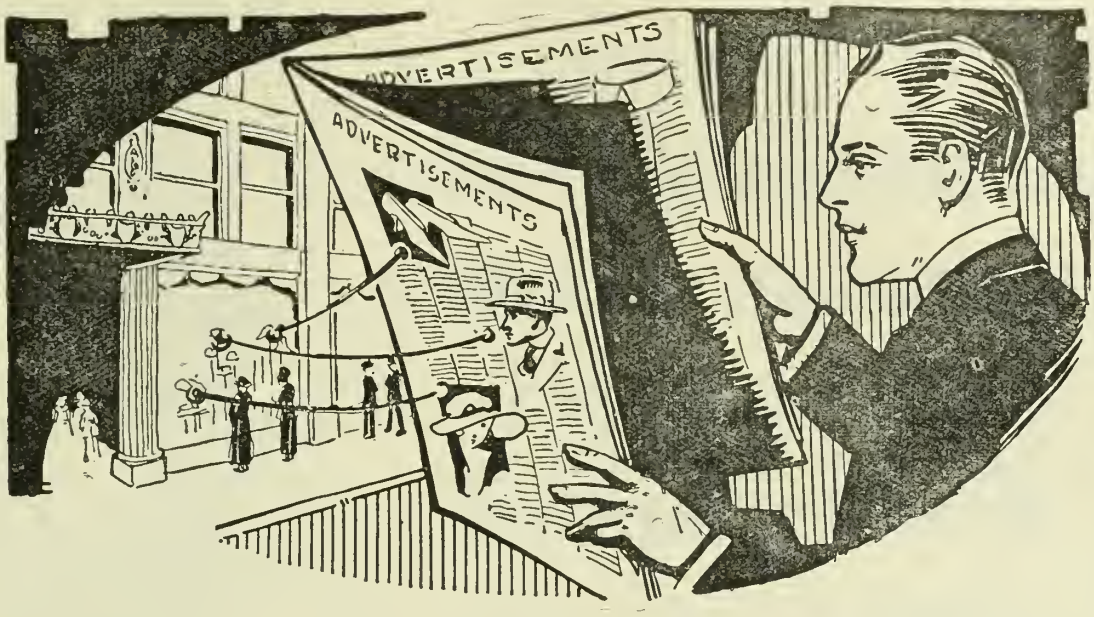
"When the car is sold the sale is not complete by any means. In fact the chief transaction has just begun. If the manufacturer has not supplied quality goods; if the advertising has deceived; if the salesman has exaggerated; if the car offends—then look out for a little advertising of your product by the dissatisfied customer. Though the ads. he prepares for you will be free of charge, they will be the most expensive and damaging announcements you ever got out.

"In every business a certain article or product succeeds in so far as it is successfully adapted to the needs of a certain class of people. A man who gets a little money and is tired of walking aspires to own a car and generally buys the cheapest one made. When he reaches a degree of prosperity which enables him to advance a step higher in the social scale he chooses a slightly better car. Then he wants to pass his neighbor on the hills and he gets a machine with more power. Now the wife puts a hedge round the front yard and buys a phonograph and the family has to get a car of style and individuality. If he goes on up the scale, again he changes and buys the best motor made.

"Now what has price to do with the advertising and sale of anything? In every city there are three separate and distinct merchandising streets: One where price is the sole governing factor; the second where both price and quality influence the sale; and a third where style alone predominates. Each manufacturer must first of all select a class of people to whom he is going to sell and then remember that no one concern can sell them all.

"Many salesmen complain because they cannot sell every prospect. The real truth is that generally speaking six out of ten possible customers are not the right people to own the particular car in question. Too many of us underestimate the importance of concentrating our efforts upon that class to which our merchandise is intended to appeal.

"Again let me repeat that price has nothing to do with it above a specified class. Here is a cake of a certain famous soap. How much have I paid for it? A few women might be able to answer, but if they had to spend a few cents more to get this same soap they would gladly do so. The fact is the article does not sell on price alone. The real salesman to-day talks price last, not first."



The Connecting Link

THE problem of the man who has something to sell—is to find the "connecting link" between his merchandise and those who are prospective buyers.

Once that "connecting link" is found—the problem is solved.

In Ottawa—the most efficient method of tying up the purchaser and the seller is through the columns of its comprehensive system of Daily Newspapers.

These two evening and two morning newspapers reach every resident of the city some time during the day—at least once—and often four times.

They tell the public what you have to sell and where it can be purchased. They create the desire and carry the mind of the purchaser from the columns of the paper to the store where the goods can be bought. They are the real "connecting links."

Write us for full information and rates.

Five Reasons why you should Advertise in Ottawa

1. OTTAWA is the market place of the rich section of Central Canada
2. OTTAWA has money to spend. Its three principal pay-rolls amount to over $25,000,000 each year.
3. OTTAWA has the desire to buy. Its people like and demand the best.
4. OTTAWA has a population—including Hull and suburbs—of about 140,000.
5. OTTAWA as the Capital of Canada has influences which cover the whole Dominion.

"Link up" the public and your wares by advertising in

Ottawa Daily Newspapers

Ottawa, Canada

The Journal
Dailies

The Citizen
Dailies

A Great Buying Constituency Served by Canadian Courier

One in every ten English-speaking homes throughout Canada

Can you tell about your product to a better audience—especially when you consider that this one-tenth is the cream of the English-speaking portion of Canada?

CANADIAN COURIER is sold to a very great extent to business men in their offices—and sold on its merits. It is taken home or ordered sent to the home—to be read.

And it is read, and read carefully. It is **Canadian** through and through, and it deals with Canadian topics in a timely and courageous manner. It stands for all that is sanest and best in Canadian life—and its outlook is progressive. In short, **it moulds public opinion.**

Its circulation is confined almost entirely to the 85 principal buying centres throughout Canada—over 50 per cent. of this being in cities of 50,000 or over.

It constitutes the best possible buying values obtainable in Canada to-day at

35c. per line per issue

CANADIAN
COURIER

Member A.B.C.

181 SIMCOE ST. : : TORONTO

Beginning February 1st, *Maclean's Magazine* entered the semi-monthly class, February 15th issue being the first mid-month issue. The subscription price has been raised from $2 to $3; the news stand price per copy remaining at 20 cents. *Maclean's* is the highest priced magazine published in Canada, and higher in price than the general magazine of similar character in the United States. The first mid-month number (February 15th) was a very attractive and interesting number. Judging by the amount of advertising carried in this issue the semi-monthly feature promises to be popular with Canadian advertisers.

* * *

Farmers' Magazine, published semi-monthly by the Maclean Publishing Co., Limited, has been raised in price to the subscriber from $1.50 to $2.00 per year. This increase has been necessitated by the greatly increased cost of paper and other materials entering into the publication, plus the increased cost of labor, office help, etc.

* * *

Messrs. Andrea Lupine and Charles Comfort, winners of the prize given by Sir John Eaton for the cover design of the T. Eaton Company's catalogue, gave a dinner on the evening of February 23rd to the art staff of Brigden's Limited, at the St. Charles Hotel. About 60 people were present, Mr. Fred Brigden presided. Brief speeches were delivered by himself and Mr. Cecil Hunter during the evening, which was greatly enjoyed by all parties present.

* * *

A factory site was recently purchased at Brantford by S. C. Johnson & Sons of Racine, Wisconsin, manufacturers of prepared wax and automobile products. It is proposed to establish a Canadian plant wherein a full line of the Company's products will be manufactured. Building will be commenced at once.

* * *

The manufacture of spark plugs was recently commenced in the new plant of the Champion Spark Plug Company at Windsor. The factory was opened with due ceremony, attended by the officials of the Canadian and United States plants, and the civic officials of Windsor. A production of 40,000 spark plugs a day will be the maximum production of the present plant.

* * *

As an example of the way building costs have increased, says the Toronto *Globe*, the following example may be cited:

"A Minneapolis contractor has furnished figures that show a labor cost of $78,600 in 1918 for a six-story warehouse, while in 1915 the charge for labor on a similar structure was only $49,000. The total cost of the entire building increased $136,100 in 1915 to $251,000 in 1918. Contractors say that it is not only the higher wages now being paid to workmen that is responsible for higher building costs, but that the greatly lessened production per man is also a big factor. Two men at $2.25 a day did about as much work in 1914 as three men, each drawing $1.81 a day, will do at the present time.

Write for the Earnscliffe Sample Book

It shows specimens of this very fine Canadian Made Bond—in all standard weights and sizes and in eight different contrasting colors.

Earnscliffe Linen Bond

Each page is an actual business letterhead, some lithographed, others printed in black and colors—giving you a good idea of the all-round utility of this Stock.

It conveys also a very good idea of how to get out a thoroughly high-class letterhead at a moderate cost.

Write for a copy on your regular office Stationery to

THE

ROLLAND PAPER COMPANY

LIMITED MONTREAL

High Grade Paper Makers Since-1882

Makers of the Famous Superfine Linen Record

The "R Shield" Watermark guarantees "Rolland Quality"

Satisfied With Results

Live Kingston advertisers use the Daily British Whig regularly and freely---many exclusively---because they know by long experience that British Whig ads. bring more cash buyers than any other medium they can use. What pays home advertisers is also bound to pay the general advertiser.

A.B.C. Average for January, 6,382

In These Days of High Costs 30,000 Circulation at 5c. Per Line Sounds Good

Especially when the 30,000 daily circulation covers a territory as compact and wealthy as New Brunswick.

Not a town, city or village in the province that the Daily Telegraph of St. John doesn't effectively **cover.**

Not a paper or combination of papers in St. John that so thoroughly **blankets** the city of St. John as does the Times-Star.

Thus the two make one of the strongest combinations of dailies in the land.

Little duplication as your A.B.C. Report will show and a combination rate of 5c. governs — **at present**

The Daily Telegraph—The Times-Star

Morning St. John Evening

The ONLY A.B.C. Papers in New Brunswick

Rules for Using Ben Day Tints

As a general rule, these novelty tones should have wide areas and be in juxtaposition to solid blacks or equally generous areas of white. They are interesting and valuable only by contrast. They take the place of line shading by the artist.

Only the artist who creates the design understands where to place the Ben Day. If it is wanted, tell him so, and ask him not only to select his patterns but arrange the original for the engraver.

Ben Day is used as a means of giving tone and originality to drawings. It is a brother to the half tone, but will print under conditions that would be disastrous to the finer screen. When an object is to be brought into prominence, the added strength of the pattern accomplishes this artistically.

In the Ben Day book will be found designs that imitate textures, fabrics, woods and mechanical lining. There are several clever alternatives for the half tone screen itself, that is, fine and coarse dots, stipples and cross-hatching. To arrive at these same patterns, with a pen, by hand, would be next to impossible. It is done mechanically perfect by the Ben Day machine.

Advertisers are always on the lookout for original effects, and the use of Ben Day is a means to this end. But when planning for the use of these interesting patterns, a few sensible rules should be observed.

Do not put Ben Day on small cuts at all.

Do not employ Ben Day when the drawing is a full-shade original.

Do not select complex, dark patterns until paper and printing are better.

Do not over-indulge in Ben Day. A little of it goes a long ways.

Do not place one pattern against another, unless conditions are ideal and the plate is a large one.

Do not choose patterns that inherently invite congestion in printing.

Do not permit the artist, when Ben Day is to play a part, to give you a drawing filled with detail. The original should be in outline, clean and strong.

Patterns on clothing turn out well, as a rule, for even when the reproduction is dark, the tone is in a place that generally permits of it.

Ben Day is successful for forming patches of shadow, and, in drawings of buildings, is apt to present a novel, interesting appearance, particularly on roofs.

The dots and straight-line patterns are nearer fool-proof, in printing, than many of the other more complicated numbers.

Always have the Ben Day laid on the plate, by the engraver. It is not safe just now to attempt putting it on original drawings for reduction.

—*Printers' Ink Monthly.*

* * *

The recent visit of the Engineering Institute of Canada, in convention at Montreal, to the wire and cable plant of the Northern Electric Company, was made the occasion of an illustrated booklet showing that Company's great mechanical resources and facilities in the various departments. This booklet gives a much more graphic idea of the immense plant than could be conveyed by any amount of reading matter.

One Man Said---

"Your new paper" (The United Farmers' Guide) "may be all right, but I'll wait till I see the first issue before I place my copy."

Hundreds of Farmers Said---

"We have need of a farm paper to represent the organized farmers' movement in the Maritime Provinces. We hereby pledge ourselves to it—to support it in every way—and to canvass Nova Scotia, New Brunswick and Prince Edward Island for subscribers."

Ten Thousand Farmers Will Say---

Before April 7th next—"Here is the money for subscriptions to a paper we have never seen. We pay this money because the paper stands for an ideal in which we believe."

WHAT DO YOU SAY?---

Have we answered the reluctant space buyer?

Is our "reader interest" assured?

Has any farm paper anywhere ever been started under better circumstances—with better prospects of having "pulling power" from the first.

Can you afford to stay out?

Why not get in the first issue and be a Charter Advertiser?

HERE ARE THE FACTS:

The United Farmer's Guide is the new farm paper of the Maritime Provinces.
It is owned and controlled by the organized farmers.
It will cover Nova Scotia, New Brunswick and Prince Edward Island.
Its initial circulation represents 10% of the farms in this field.
The first issue is April 7th, 1920—Thereafter published every Wednesday.
Last forms close Tuesday, preceding week.
Four columns to page—Column 13 ems (2 1-6 in.wide)—180 agate lines deep.
Type page 9 1-6 in. wide—12 3-4 in. deep.

Circulation Guaranteed
Subject to refund

10,000 April 7, 1920
12,500 Sept. 1, 1920
15,000 Jan. 1, 1921

Advertising Rates
Per agate line

8c. April 7 to Aug. 31, 1920
10c. Sept. 1 to Dec. 31, 1920
12c. after Jan. 1 1921

SEND COPY AND CUTS TO

The United Farmers' Guide

Moncton, New Brunswick

Offices also at

TORONTO, ONT.
53 Yonge St.

NEW YORK, N.Y.
1473 Broadway

WINNIPEG, MAN.
290 Vaughan St.

The Wealthiest Province
per head is
Prince Edward Island

Population 93,000, wealth per capita $1,271, wealth per family $6,370, value of property $45,700,000, value of farm products $21,000,000, value of fox furs exported $2,050,000, value of fisheries $2,054,000, savings bank deposits $7,500,000.

CHARLOTTETOWN GUARDIAN
DAILY

Covers Prince Edward Island like the dew

A.B.C. *Standard rate card*

Do Not Overlook St. Thomas —the Railway City

St. Thomas is a favored city—the home of over 18,000 prosperous people; the purchasing centre for 48,000.

St. Thomas has a railway payroll of almost $4,000,000 yearly, not to mention the large sums paid out by many thriving industries.

St. Thomas is the county seat of Elgin county—one of the richest farming sections in Canada, rightly called the garden spot of Ontario.

You cannot give this desirable district, with its thriving towns and villages, the attention it warrants unless you use THE TIMES-JOURNAL, the only daily **covering** this rich field, besides reaching 95 in every 100 homes in the city of St. Thomas.

A.B.C. audited circulation—**over 9,000.** Is this progressive daily on your list for **adequate** space? If not, write for further information to

THE TIMES-JOURNAL
ST. THOMAS - *Member A.B.C.* - ONT.

93% of Circulation within 20 Mile Radius

The circulation of The News Record covers one field, the Twin City of Kitchener and Waterloo and immediate surrounding district, and covers that field thoroughly. Advertisers get a concentrated circulation with practically no overlapping on other districts.

Circulation for January, 1920 (A.B.C.) 4230

Distributed as follows:

Twin City Kitchener and Waterloo	3738	or 88.36%
Within Radius of 20 miles	225	or 5.31%
Circulation outside 20 miles	267	or 6.31%

The News Record is the only A.B.C. paper in Kitchener.
Leads in both circulation and advertising

THE NEWS RECORD. KITCHENER ONTARIO

Handicap of Fire Does Not Halt Halifax Herald

The Halifax *Herald* was the victim of a disastrous fire which broke out on the third floor of the Herald building in the Royal Print and Litho plant on Sunday morning, February 8th. Before the fire was conquered it had badly damaged much of the equipment—some of it installed very recently—besides destroying much material, raw, finished and in course of manufacture.

Tons of water came through into the floors beneath occupied by the newspaper plant of the *Herald* and *Mail*, inflicting a great deal of damage. In spite of this handicap, however, an eight-page edition in regular size was issued on Monday, the day following the fire, under conditions which were a test of the pluck of the staff. Publication in regular size was resumed the day following.

❦ ❦ ❦

The Winnipeg *Free Press* recently issued a neatly-bound survey of Western Canada's motor market, which should be in the files of every manufacturer who does business with Western Canada's motorists. It gives exhaustive, carefully-compiled data in connection with every phase of the automotive business, including road conditions, 1920 needs in motor cars, trucks and accessories of all kinds for the three prairie provinces. A copy may be secured on request.

❦ ❦ ❦

The initial 1920 number of *Massey-Harris Illustrated* now in its thirty-ninth year, is an interesting issue. Along with information regarding Massey-Harris lines, are several very readable article on topics of interest to the farmer. It also contains a short life story of Mr. Thomas Findley, President and General Manager of the Company, who was born and raised on the farm.

❦ ❦ ❦

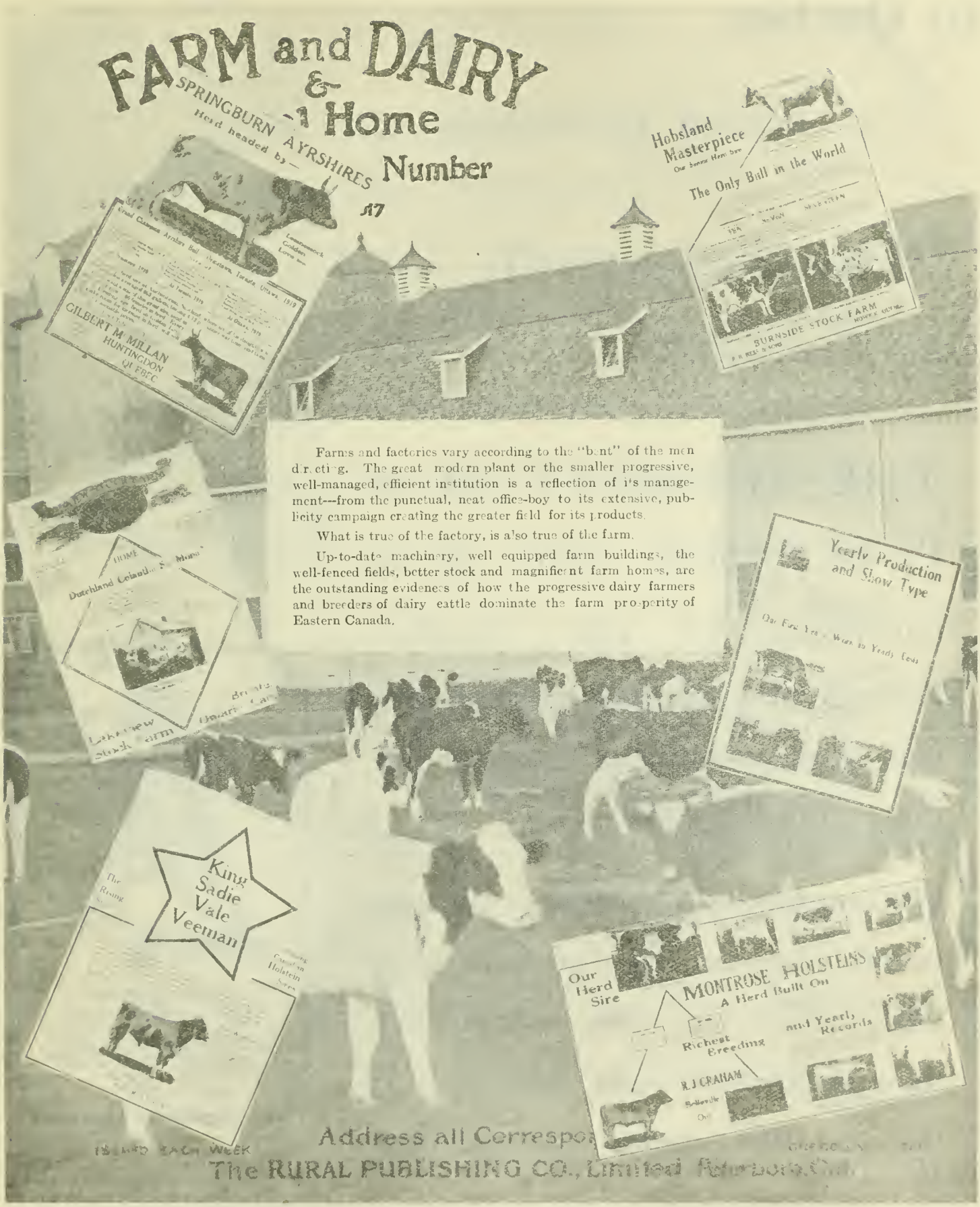
At a meeting of the Associated Boards of Trade early in February, the suggestion of the Brantford Board of Trade re placing a prohibitive tax on the importation of American magazines was rejected. It was the concensus of opinion of the meeting that American advertisers develop a Canadian market through the use of such publicity; this, in turn, finally results in the establishment of branch factories in Canada—a very desirable condition of affairs.

❦ ❦ ❦

The *Ottawa Citizen* of February 23th, carried a 32-page special section celebrating the golden jubilee of the Bryson-Graham Department store, featuring advertisements of a large number of manufacturers whose goods are sold in Ottawa by this store.

❦ ❦ ❦

The *Nor'West Farmer* of Winnipeg announces the appointment of J. E. V. Atkins as Circulation Manager. Mr. Atkins has been with the copy-writing department of McConnell & Fergusson, Winnipeg, for the past two years. He was previously engaged in newspaper work in Ontario, and in farming in Alberta.


FARM and DAIRY
&
Home
Number
SPRINGBURN AYRSHIRES
Hobsland Masterpiece
The Only Bull in the World
SUNNYSIDE STOCK FARM
GILBERT M. MILLAN
HUNTINGDON
QUEBEC
Farms and factories vary according to the "brant" of the men directing. The great modern plant or the smaller progressive, well-managed, efficient institution is a reflection of its management---from the punctual, neat office-boy to its extensive, publicity campaign creating the greater field for its products.
What is true of the factory, is also true of the farm.
Up-to-date machinery, well equipped farm buildings, the well-fenced fields, better stock and magnificent farm homes, are the outstanding evidences of how the progressive dairy farmers and breeders of dairy cattle dominate the farm prosperity of Eastern Canada.
Yearly Production and Show Type
King Sadie Vale Veeman
Our Herd Sire
MONTROSE HOLSTEINS
A Herd Built On
Richest Breeding
and Yearly Records
R. J. GRAHAM
Address all Correspo
The RURAL PUBLISHING CO., Limited Peterboro, Ont.

Put YOUR Advertising where the Dairymen place THEIR Advertising

IN

FARM AND DAIRY

A.B.C. Member
PETERBORO

Canada's National Dairy Magazine
Advertising and Color Rates on Request

Reports on Request
ONTARIO

In Quebec

"We read it in The Telegraph"
---a final word

The Telegraph
ALWAYS

THE HONESTY of a PUBLISHER who is a member of the Audit Bureau of Circulations probably was well established before he joined the Bureau.

His membership in the Bureau is evidence of his desire to join with other reputable publishers in a combined fight against unfair and unscrupulous competition

Audit Bureau of Circulations
202 S. State St. CHICAGO

A Riddle to Read

Will someone in the know please explain why it is passing difficult for publishers to get "copy" from some of the advertising agencies, without a long preliminary nagging process which invariably ends in a last-minute rush?

No, the riddle is not explained by the size of the agency or by the number of advertisers served. Both large and smaller agencies belong to the delinquent class, while others regularly have "copy" in the hands of publications well in advance of the required time.

It is really amazing the snags the publisher runs against in his effort to get "copy" from the better-late-than-never type of advertising agent in time to be of most use to the advertiser. "Getting on the list" is merely a preliminary skirmish; getting the copy is the big battle.

What's the answer? Is it overwork? Or inability to become "geared up" to 1920 requirements? Or hookworm, or just plain indifference?

Many publishers, although case-hardened to this sort of thing, and a fair sprinkling of advertisers, are interested in seeing a working solution of this perennial problem. Who will finally cut the Gordian knot—the advertiser or the publisher?

* * *

"Who said FRY'S?"
He just loves its delicious chocolaty flavor. Kiddies who get FRY'S regularly are vigorous, warm-blooded and healthy. They throw off colds quickly. They are more likely to escape epidamics. If you have some little pale faces at home, just try FRY'S. You'll be glad you did. But—remember
"Nothing will do but FRY'S"

"Isn't he a dear?" Can't you hear some woman saying this on seeing the little kiddie illustrated above? Attitude, general expression and get-up are so much like the little laddies and lasses playing in our yards these winter days.

It is this life-like realism coupled with the appealing and timely character of the illustrations used, which has made Fry's advertisements so striking and so effective, for many years past. Very little copy is needed to complete the favorable impression created by the illustration and this copy, like most Fry's copy, is an excellent example of the use of few words, well chosen.

Engraving Questions Asked and Answered

This question is sometimes asked by buyers.

Question—Why is the minimum scale of selling prices as published in Canada higher than the one published in the United States?

Answer—As a matter of fact, the American Scale taking it all round is higher than the Canadian scale. The reason there is any fluctuation is that in Canada we consider we have a better knowledge of costs than our American Competitors.

Question—Should engravings sell for higher prices in Canada than in the United States?

Answer—A careful analysis of cost production and of the many elements that enter into the manufacturing of engravings show that the Canadian Selling Price should be approximately 33 1-3% higher than the American Selling Price.

Question—Why is it more expensive to manufacture photo engravings in Canada than in the United States?

Answer—(1) Approximately ninety per cent. of all materials used in the manufacture of an engraving are imported from the United States. The average duty is about 30%.

(2) Labor, which is the big element of expense in the manufacture of an engraving, is at least 10% higher than corresponding help in the United States. Specialists, such as are required to make an engraving, flock to the large American Centres such as, New York, Chicago, Boston, etc. These cities possess attractions in addition to the fact that there are many shops located in each and a man does not have to move far to change his position. The work of the entire country centres, as a rule, in these large cities, which means in turn an active demand for labor. To get a man to leave these surroundings to work in Canada, with its restricted field, requires something in addition to the ordinary salary. As a rule it is represented by increased pay of at least 10% over New York. The fact of living being less expensive in Canada does not appeal, except in isolated cases.

(3) A very serious item of expense experienced in this country, as compared to the United States, is that of dead time, or no work. This is the experience of all manufacturers and perhaps will be appreciated. In large American centres, when trade slows down, the manufacturing engraver can lay off a portion of his staff until business activity resumes, knowing from experience that a sign on his door will fill his plant to capacity by night. The engraving manufacturer in Canada must of necessity pay his men for fifty-two weeks per year, work or no work. Should he lay any off they naturally drift back to the big centres, where there are more opportunities of employment, therefore when the busy season returns, the engraver in Canada to complete his staff has to go to great expense in paying the personal travelling and other expenses of workmen, which in some instances amount to several thousand dollars a year.

Published by the Cost Committee of

The Manufacturing Photo Engravers Association of Canada

"An organization formed several years ago, embracing all Canada, consisting of manufacturers of all types and kinds of engravings. As an Association it neither manufactures, buys nor sells. Its sole purpose is to assure for the mutual benefit of the industry and the buying public the best class of engraving that scientific knowledge and human skill can produce at a fair price

British Columbia's Rural Field

Containing a population of 89,000 (farmers and their families), is now available to national advertisers through *Farm and Home*.

Every Post Office in B.C. is covered by our subscription list.

The circulation of *Farm and Home* is over 15,000 paid and constantly growing. An A.B.C. audit is expected in the near future. Advertising rate, 8 cents per agate line.

For further particulars apply to the Advertising Manager.

FARM AND HOME

137 Pender St. West Vancouver, British Columbia

Sale of Military and other Government Stores

Equipment and Supplies for Hospitals, Institutions, Bunkhouses, Camps, Dining-rooms, Kitchens, etc.

Bedsteads, Furniture, Hardware, Dry Goods, Rubbers, Overshoes and other Footwear, Blankets, Sheets, Pillows, Baskets, Woodenware, Brushes, etc.

CONSTRUCTION EQUIPMENT AND MACHINERY—AMBULANCES

The Stores are located at various places throughout Canada.

Instead of or in addition to sales by sealed tender

Price Lists Will Now Be Issued

for most articles—the goods being offered in lots for purchase by wholesale houses, jobbers, and the trade generally.

Trade Only Supplied

except that arrangements previously announced for sale to returned soldiers and sailors and widows and dependents of same through the G.W.V.A. and similar organizations and to hospitals and philanthropic institutions will be continued.

SALES WILL CEASE IN MARCH. Any balances left will be cleared by public auction shortly thereafter. This advertisement will not be repeated. Those interested should therefore apply AT ONCE for price lists and other information to the

Secretary of the War Purchasing Commission, Booth Building, Ottawa

February, 1920

Hobart Returns to Agency Work

GEO. F. HOBART, formerly of Hamilton, who for the past year has been Manager of the Promotion and Membership Department of the Audit Bureau of Circulations, is now with Johnson, Read and Company, Advertising Agents, Chicago, as Director of Space and Plan Departments.

His intensive experience in the A.B.C. has given him a knowledge of publications in the United States that could have been obtained in no other way. That, coupled with his knowledge of agency work, will prove valuable in his new connection. There is at least one agency in Chicago now that will not "pull any boners" in placing business in Canada.

* * *

Because of the shortage of newsprint, Winnipeg's daily newspapers were compelled to omit all advertising during the last week in February.

* * *

As a further indication of the ever-increasing magnitude of the moving picture industry in Canada, a new company was recently organized under the Dominion Companies' Act, with a capitalization of $15,000,000. A string of theatres involving an expenditure of $2,250,000 is also proposed. For the first week in February, building permits in various centres include the following theatre estimates: Halifax, $250,000; Kitchener, $250,000; Kingston, $350,000; Montreal, $500,000; Quebec, $300,000; St. John, N.B. $250,000. Oshawa, $200,000; Ottawa, $350,000.

* * *

"Do you approve the idea of stamping 'Dictated, but not read' on your letters?" one A. of C. A. member asked another during the recent meeting.

"No." was the reply. "But I'm thinking of getting one reading 'Mailed, but not delivered'."

"Or, 'Not dictated as it reads'," butted in a third, who evidently has been having "differences" with his stenographer.

* * *

"In this country we lack the desire to do things perfectly. Inefficiency is almost a national habit. We have gotten everything easily in a new country abounding in rich resources, and efficiency has not impressed us as a necessary factor in our life."

—*Edwin N. Hurley.*

* * *

The Dayton Stamping & Tool Company, of Dayton, Ohio, is said to be planning some advertising in Canada for an electric light plant.

* * *

The Standard Paint Company, of Bound Brook, N.Y. and Montreal, is reported to be planning renewed advertising in Canada for its Ruberoid Roofing.

* * *

The *Toronto Star Weekly* has been installing a rotogravure press and engraving plant preparatory to printing its illustrated supplement by this process. It is expected to be ready before the end of March.

IT IS A SIGNIFICANT FACT

THAT wherever newspapers are published, the paper carrying the largest volume of classified or want advertisements is the best proved advertising medium.

MOST classified advertising is voluntary advertising, that is, advertising brought to the paper by the advertiser without solicitation. The voluntary advertiser selects the newspaper that brings him the best returns.

THE CALGARY DAILY HERALD for the year 1919 published **2,541,410** agate lines of classified advertising. **1,692,169** agate lines more than its competitor in this field. The Herald stands third on the list of Canadian Daily Newspapers in volume of classified advertising published.

THE REASON The Calgary Daily Herald is the leading classified medium of Canada between Winnipeg and the Pacific Coast is because it actually distributes more papers by carrier in Calgary than there are homes. Its circulation is 100% paid in advance and it has the confidence of its field.

The Herald Publishing Company, Ltd.

Calgary, Canada

Representative for Eastern Canada:
EDGAR J. GUY
Royal Bank Bldg., Toronto, Ont.

Representative for United States:
HENRY DE CLERQUE
800 Mallers Bldg., Chicago, Ill.

L. KLEBAHN
1 W. 34th St., New York, N.Y.

THE EXPOSITOR

Brantford's Metropolitan Daily,

IN A FIELD BY ITSELF

Covers a District That Can Be Reached in No Other Way

The "Field"

Which The Expositor Covers Almost Exclusively — The Very Heart's Core of the Industrial Life of the Dominion.

BRANTFORD—
Population 35,000, and growing rapidly—One of the very largest of the manufacturing centres of the Dominion. Brantford annual payroll of factories exceeds $10,000,000. The Expositor reaches practically every home in Brantford.

SIMCOE, PARIS, NORWICH, PT. DOVER, WATERFORD—
These are among the most prosperous towns of Ontario.

BRANT AND NORFOLK COUNTIES—
The Expositor is the only daily newspaper published in Brant and Norfolk Counties. These are among the most thriving agricultural communities in Ontario.

OXFORD, HALDIMAND AND WENTWORTH COUNTIES—
The Expositor covers a large portion of these counties.

Circulation of The Expositor 10,200 A. B. C.

ESTABLISHED 1852. AVERAGE DAILY SIZE, 16 AGES.

National advertisers cannot properly cover Western Ontario without using space in the

GALT
DAILY
REPORTER

the only daily newspaper published in South Waterloo. Its net paid A.B.C. circulation of---4207--- is delivered to a majority of the homes in Galt, Preston and Hespeler, with over 500 going to the farmers in the neighboring territory.

Your advertising agency can quote you rates and tell you of satisfied national advertisers using the REPORTER.

Galt Reporter Limited
GALT, ONTARIO
Member of Audit Bureau of Circulations

Newspaper and Magazine Advertising

Booklets, Catalogs, and House Organs

Designs, Trade Marks and Illustrations

Prepared in Ottawa
Placed Anywhere
Ask Us.

Peabody Advertising Ottawa
178 Nepean St
Phone 3626.9

CHARLES EDWARD PEABODY
HENRI CHAUME.

CANADIAN TRADE FACTS

Canada's trade record for 1919 shows that in general the trend of export trade is toward a larger business with the various British Dominions. Exports to the United Kingdom decreased $40,000,000, while those to the United States increased about $15,000,000. Imports from the latter country were practically stationary at $710,580,225.

The principal commodities imported and exported, with values for the last two calendar years, are given below:

Imports 1918-19

Principal Articles Imported Into Canada For Consumption.

	For twelve months ending December 1918.	1919.
Animals, living	$ 1,706,000	$ 2,519,000
Articles for army and navy	61,471,000	4,229,000
Books and printed matter	7,058,000	10,527,000
Breadstuffs	28,186,000	19,266,000
Bricks, clays and tiles	4,570,000	2,494,000
Chemicals	33,651,000	19,838,000
Clocks and watches	2,367,000	2,917,000
Coal—Anthracite	26,007,000	31,595,000
Bituminous	45,642,000	29,565,000
Cocoa and chocolate	3,916,000	5,879,000
Coffee	1,896,000	3,819,000
Cotton	70,648,000	71,517,000
Earthenware and chinaware	2,163,000	3,070,000
Flax, hemp and jute	13,984,000	13,201,000
Furs	4,500,000	7,460,000
Hides and skins	5,890,000	18,298,000
Jewellery	771,000	1,142,000
Leather	11,116,000	15,274,000
Meats	5,842,000	20,169,000
Metals—		
Brass	5,319,000	4,442,000
Copper	6,131,000	6,996,000
Iron and steel	149,120,000	154,021,000
Tin	15,609,000	10,604,000
Zinc	1,333,000	823,000
Musical instruments	3,250,000	3,933,000
Paints, colors and varnish	3,462,000	3,713,000
Paper	8,480,000	9,246,000
Ribbons	1,860,000	2,090,000
Rubber	12,065,000	13,529,000
Seeds	2,262,000	2,605,000
Settlers' effects	5,688,000	9,473,000
Silk	19,890,000	26,404,000
Soap	1,300,000	1,258,000
Stone, marble and slate	2,121,000	2,842,000
Sugar and molasses	35,068,000	65,500,000
Tea	6,697,000	6,166,000
Tobacco	10,915,000	13,656,000
Tobacco pipes, etc.	710,000	925,000
Vegetables	3,831,000	5,376,000
Vehicles	19,493,000	27,597,000
Vessels	3,004,000	6,520,000
Wood	16,743,000	20,582,000
Wool	40,067,000	46,619,000
Total principal and other articles imported	$910,149,000	$941,007,000

Exports 1918-19

Principal Articles of Canadian Produce Exported from Canada.

	For twelve months ending December 1918	1919
Animals, living	$ 26,437,000	$ 55,748,000
Butter	4,819,000	8,624,000
Cheese	37,689,000	31,075,000
Clothing	15,385,000	7,255,000
Coal	9,405,000	12,438,000
Cartridges	232,634,000	29,262,000
Other Explosives	40,108	10,693
Fish	32,786,000	45,042,000
Furs	10,026,000	19,435,000
Grain—		
Oats	16,271,000	10,084,000
Wheat	111,989,000	156,004,000
Other Grain	9,561,000	22,562,000
Hides and skins	5,109,000	18,881,000
Leather	13,370,000	11,917,000
Meats—		
Bacon and ham	38,306,000	78,222,000
Beef	25,030,000	21,089,000
Canned meats	3,222,000	3,776,000
Pork	11,333,000	1,749,000
Other meats	1,000,000	3,200,000
Metals—		
Aluminum, ingots, etc.	$7,223,000	$4,455,000
Asbestos	8,014,000	9,886,000
Brass, old and scrap	1,454,000	1,275,000
Copper	20,772,000	14,650,000
Gold	10,040,000	5,037,000
Iron and steel	50,794,000	65,616,000
Nickel	11,263,000	8,126,000
Silver	18,382,000	16,410,000
Milk and cream	8,079,000	9,743,000
Paper—		
Printing	37,301,000	49,811,000
Other paper	6,379,000	10,171,000
Rubber	3,857,000	9,089,000
Seeds, flax	7,908,000	5,553,000
Textiles	17,350,000	19,491,000
Vegetables	11,389,000	12,506,000
Vehicles—		
Autos	5,076,000	13,253,000
Auto parts	919,000	3,490,000
Wheat flour	108,301,000	107,133,000
Wood—		
Unmanufactured	65,372,000	93,215,000
Manufactured		
Wood pulp	33,359,000	37,185,000
Other mfd	938,000	2,995,000
Total principal and other articles exported	$1,199,636,000	$1,241,085,000

Bank Clearings January

January bank clearings for Canada show an all-round increase of 37.5 per cent. which appears to indicate continued business activity and a better condition in general industry than in January, 1919. In certain centres such as Victoria, B.C., Windsor, Ont., and several Western cities the increase is particularly marked. Toronto and Montreal show increases of over 40 per cent. each.

EASTERN BANK CLEARINGS

	1920.	Increase.	P.C.
Toronto	$447,974,237	$134,317,260	42.8
Montreal	614,027,196	185,488,198	42.2
Ottawa	40,971,157	10,963,518	36.5
Hamilton	29,168,399	6,846,942	30.6
Quebec	27,449,109	6,508,366	31.08
Halifax	21,488,859	1,433,938	7.1
Windsor	10,819,497	5,452,219	101.5
Brantford	5,678,152	1,402,606	32.7
Kitchener	5,092,879	2,128,537	71.8
Sherbrooke	4,985,900	1,384,554	38.4
Total	$1,207,664,385	$355,926,138	41.7

WESTERN BANK CLEARINGS

	1920.	Increase.	P.C.
Winnipeg	$206,963,731	$26,871,571	14.9
Vancouver	65,698,847	19,948,816	43.4
Calgary	37,638,201	12,856,057	51.8
Edmonton	24,488,025	8,525,479	53.4
Regina	18,429,119	3,739,637	25.9
Victoria	11,609,302	6,604,410	131.9
Saskatoon	8,773,312	1,092,508	14.2
Moose Jaw	7,060,890	x17,398	.2
Lethbridge	3,338,651	129,535	4.03
Ft. William	3,120,439	15,874	.5
Brandon	3,129,439	582,382	22.9
N. Westm'str	2,551,285	407,090	18.9
Medicine Hat	2,241,896	1,067,883	90.9
Prince Albert	2,090,029	613,893	41.5
Total	$396,833,169	$ 82,437,037	26.2
T'tl East	$1,207,664,385	$355,926,138	41.7
Grand T'tl	$1,604,497,554	$438,363,475	37.5

x Decrease.

Canada's trade record for the first month of the present calendar year is less favorable than that of January, 1919. Imports were practically $30,000,000 larger, while exports increased $1,590,287. The figures were: imports, $103,579,349; exports, $117,948,674.

A decided increase in foodstuffs purchased in January of this year over the figures for December, 1919, is

noticeable. Imports of foodstuffs on the free list increased over 1,000,000. The increase in imports of fibres, textiles and textile products is from $7,786,272 to $10,218,347, on the free list, while dutiables for these months are as follows: $13,363,735 for December and $19,949,954 in January.

Exports fell off from $133,551,805 in December, to $117,948,674 in January. This falling off was most noticeable in the cases of foodstuffs, animals and animal produce.

British Columbia forest products had a valuation of $70,285,094 for 1919, according to a statement issued by the Provincial Minister of Lands. In 1918 the figure was $54,162,523, in 1917, $43,300,469, in 1916, $35,528,000. Shingles show the greatest increase, from $5,805,416 in 1918 to $12,801,564 in 1919.

The total capital invested in the flour industry in 1918, according to a recent report of the Dominion Bureau of Statistics, was $78,144,461. The number of persons employed in the industry was 6,816 males and 549 females, with a wage totalling $7,525,070. The total value of the production was $261,915,071. The total cost value at the mill of all materials used in the industry, and the selling value at the mill of the different products are given below by provinces:—

Province	Cost of Materials	Value of Products
Alberta	$ 18,795,504	$ 23,078,613
Brit. Col.	1,030,047	1,281,957
Manitoba	26,713,977	21,855,937
New Bruns.	1,302,207	1,704,180
Nova Scotia	576,141	808,372
Ontario	119,225,883	142,522,816
P. E. Island	376,750	464,927
Quebec	35,033,939	42,415,439
Sask.	15,182,802	17,782,830
Total value		$261,915,071

Farmers in Ontario owned more passenger motor cars in 1919 than were owned in all the cities of the Province; they owned more than twice the passenger motor cars owned in Toronto, and far outdistanced all other occupations in the number of cars owned. Toronto owned almost one-fifth of all the cars owned in the Province. The figures for the Province are:—

	1918	1919
Passenger cars	101,845	127,860
Trucks	7,529	11,428
Drivers' Licenses	10,629	15,400
Motorcycles	5,002	5,516

Passenger cars show 46,614 registrations for cities, and 80,898 outside the cities. Motor trucks show registrations of 7,820 in the cities and 3,371 outside. Toronto had 21,747 passenger cars and 4,390 trucks, while Hamilton came next with 4,918 passenger cars and 689 trucks. Farmers owned 46,997 passenger cars and 825 trucks.

The Advertising Service Co., Limited, Montreal and Toronto, has become an associate member of the Audit Bureau of Circulations.

Four Years Old This Month

A steady stream of new clients coming---attracted by what they see and hear of Federal SERVICE---

Our first clients with us still and bigger than ever---

We feel pretty well on our fourth birthday, thanks.

Federal Advertising Agency

T. H. YULL, Director

Dominion Savings Building
LONDON, : : CANADA

Through our *uniquely "different"* Canadian sales-advertising organisation, we offer

To Canadian Manufacturers
A *Complete* Merchandising Service

We plan and execute any part (or all) of a distribution-advertising-sales procedure—to manufacturer, jobber, retailer and consumer.

Service comprehends basic investigations, sales-plans, the direct-by-mail and media advertising (properly apportioned), and the *actual order-getting specialty sales-work*.

When mutually desirable, we will contract (under GUARANTY of RESULTS) to effect *complete trades-distribution* and *consumer-demand*—to do everything but manufacture and ship the goods.

We operate throughout North and South America (in all languages), and will consider the promoting, *anywhere*, of *any* legitimate business or sales enterprise that appeals to our judgment.

Our Canadian staff of thirty Merchandising, Advertising, Technical and Sales experts is "personally directed"—backed by the Management's twenty-five years of association with the largest manufacturers of the United States.

Canadian and U. S. clientele includes some very representative concerns.

Correspondence and professional consultation solicited.

CLARKE HELME LOOMIS LIMITED
GENERAL SALES COUNSEL

New York Chicago San Francisco Buenos Aires
Suite Seventy, MONTREAL, P. Q.
Beardmore Bld'g. Telephone MAIN 680

EGERTON RYERSON — OUR FOUNDER

Canada's Great Religious Weekly

The Christian Guardian

These are Actual, See-able Proofs ---

of the Guardian's direct "pulling" power:

From a recent unsolicited letter:

"The Christian Guardian" gives us enquiries at a cost lower than any other medium in Canada.

In fact, we are impressed with the quality of these enquiries too, inasmuch as the more-than-average percentage of them are turned into enrollments, This would indicate that Christian Guardian readers are thoughtful and progressive, exactly the class of people who have given Pelmanism its strongest testimony....."

The Pelman Institute

See how we're Growing

Circulation: Sept. 1919—21,000
Jan. 1920—35,000

THE CHRISTIAN GUARDIAN
TORONTO

Twice-a-Week Service to over 30,000 Subscribers

Nearly all of them in Ontario---and these the best live-stock breeders in the Province---gives CANADIAN FARM a prestige and an acceptance unusual among this class of readers.

This **double service** consists of a regular Wednesday edition containing the latest information on general farm and live stock topics, plus a **special weekly market issue** which reaches subscribers in Ontario not later than Saturday, and containing the very latest reliable market information. It assures for you an attentive audience.

Advertising Rate—18c. per Line
Sold on a Guaranteed Circulation Basis

Canadian Farm

Member A.B.C.

181 Simcoe St. - - TORONTO

Sudden Death of E. F. Slack

Edward F. Slack, managing director of the Gazette Printing Company, Montreal, and President of Canadian Press, Limited, died at his home in Montreal on February 16th following an illness of four days' duration from pneumonia. The late Mr. Slack, who was widely known in the field of Canadian journalism, was in his fifty-second year. He began his newspaper career at the age of twenty-one as a junior reporter on *The Gazette*. He successfully occupied several important posts with *The Gazette*, and was finally given control of both editorial and business activities, with title of managing director. Since 1917 he has been President of Canadian Press Limited. He also took an active interest in Westmount civic affairs, having been president of the Westmount Municipal Association, and a trustee of the Westmount library. A wife and two daughters survive him.

Citizens of every rank and profession paid their last respects at the funeral. Profound expressions of regret and floral tributes were sent by confreres in all parts of Canada. As an added mark of respect, at ten o'clock on the morning of the funeral, Canadian Press Limited snspended operations from Halifax to Vancouver for a space of two minutes.

* * *

Frederick William Heath, well known in Ontario as one of the organizers of the Toronto Lithographic Company, and later engaged with the Standard Photo Engraving Company, Montreal, died recently in Toronto. Mr. Heath was a prominent figure in advertising circles some years ago, but for the past few years has been engaged in the stock brokerage business in Toronto.

* * *

It is reported that H. J. Heinz Co., of 57 Varieties fame will conduct an extensive advertising campaign in Canadian newspapers during 1920. Contracts have been sent out by Calkins and Holden, advertising agents, New York City.

* * *

James M. Bowman, of the Toronto staff of J. J. Gibbons, Limited, recently spent a short time honeymooning in New York. "Jim" was formerly a captain in the R.A.F. and made a brilliant record. He has been very busy receiving the congratulations of his many friends.

* * *

At a banquet held at the Goodyear Club Hotel in Bowmanville on the evening of February 20th, a Chamber of Commerce was organized, and a full complement of executive officers elected. The new organization starts with a membership of nearly one hundred, in which prominent citizens of both town and country are enrolled.

* * *

B. H. Bramble, Sales Manager of the Canadian Chewing Gum Company, Toronto, is now in England on a business trip.

(Continued from page 124)

How then can this better standard of distribution be reached? Only through the gradual and painful process of research and education. Society now provides no means by which skill and training can be acquired on the part of those who do the work which consumes more than half of all our money goes to purchase. Great study and preparation goes into production. Technical and engineering and mining and agricultural schools give the result of research, experience and correlation for the benefit of those taking up the work of production. And society in return gets the benefit of skilled operations—at least, it is beginning to.

But the careless assumption prevails that distribution can look after itself—that anybody can be an acceptable storekeeper, salesman, wholesaler or advertising man, and that the "law of supply and demand" takes care of goods after they are made. And we pay the price of our carelessness by getting only a part of what we should get for our money.

Think of what the skilled distributor should know!—the subjects that he is called upon to grapple with, without even realizing that he is working in a field that might have a scientific basis. To get faster turnovers, he must do his buying more exactly in accordance with the needs of his market, and must not stock up for periods too long in advance. Quantity discounts, which tempt the merchant to overbuy, and which favor big stores with their high expenses, and further the monopolistic tendency should be restricted to a scientific scale which measures the true economy of the quantity purchased to the producer.

To buy more exactly, the dealer must keep accurate records of past requirements and sales; he must know his market, and to this end must carry on more or less continuous research into the conditions

Paper Boxes for Canadian Trade

The capacity and equipment of this factory to handle large orders assures the handling of small orders well.

The care taken here in the handling of small orders assures the handling of large orders satisfactorily.

Your orders for paper boxes placed with this modernly-equipped factory, manned by skilled and experienced operators, will be executed to your entire satisfaction.

Rudd Paper Box

W. P. Bennett, *President* **Company, Limited**

374 Richmond St. West : : Phone Adelaide 1186

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

The Complete Solution of the Storage Problem

DENNISTEEL *Made in Canada* Stationery Cabinet

Note how it takes care of a dozen kinds of supplies, as well as cash box, stamped cheques, receipts, labels, etc., stationery often damaged by dust and wet, mice and rats. With a DENNISTEEL cabinet, your more valuable material is safe from thieves and protected against fire.

Adjustable shelves make this cabinet elastic enough to meet all ordinary requirements. We make special cabinets to order for other cases. Yale combination locks, best construction and material throughout.

We also make Steel Shelving, Steel Wardrobe Lockers, Bins, Etc.

Halifax
Montreal
Ottawa
Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Hamilton
Winnipeg
Calgary
Vancouver

IN SOUTH WESTERN SASKATCHEWAN IT'S

THE DAILY NEWS

MOOSE JAW'S LEADING EVENING PAPER

Covers one of the richest and most productive wheat areas in the Province of Saskatchewan. The purchasing power of the people is exceptionally high and national advertisers should not overlook this field which can be covered successfully through

THE DAILY NEWS

Member of the A.B.C.

Net paid circulation for the three months ending
Sept. 30th, 1919—6160 Total distribution—6506

LARGEST CIRCULATION IN MOOSE JAW

United States Representatives:

DAVID J. RANDALL, 341 Fifth Ave., NEW YORK, N.Y.

A. R. KEATOR, 1411 Hartford Bldg., CHICAGO, ILL

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

C. J. HIRT, Managing Director

Advertise With a View of Your Plant

Before placing orders, Foreign Trade demands tangible proof of your size, capacity and stability.

The whole story will be told by a glance at an Ad-Art realistic birdseye view of your plant.

AD-ART STUDIOS

Producers of Advertising Art
7 Victoria Block Windsor Ontario

Quality and Service

MULTIGRAPH LETTERS

Best Produced Anywhere

Addressing Folding Mailing

HARRY EDWARDS & SON

E. BENNETT, Manager

152 Bay Street, - - TORONTO

PHONE ADELAIDE 3313

and needs of his community. The average merchant to-day keeps only the most rudimentary reports, and has no true accounting system He is unschooled in statistics or in the compilation or interpretation of reports. He knows nothing of research or how to conduct it. He has no organized means of knowing what the market affords. He barely knows of the law of turnover, and rarely knows how to apply it. Hence, he doesn't focus his aims in the most economical direction. He is not schooled in the art of buying. For precision and economy he should understand how to keep cost records, stock records, as well as classified expense accounts. He should know something of the principles of store arrangement and display.

In order to move his stock quickly after it has been purchased and received, he should understand the art of letting people know what he has, and the merits of it. His service to the community should be exploited. He needs to be a teacher in order that his clerks and assistants may be drilled in the purposes of the store, and in understanding and being able to explain its wares. In order to deal with the public and his employees he must know something of human nature and its organization. These subjects involve some training in applied psychology, and in art, so that he may arrange his store and display his goods attractively, and may select colors and designs in his merchandise intelligently, and in order that he may prepare effective news items of what he has to offer to the local public.

Again, he needs a technical training in his special line. The shoe merchant should know leather and the processes of manufacture and styles. The grocer should know something of the food qualities of his wares, and the processes of preparation, in order to advise according to the need of his customers. The jeweler should know something of design, proportion, art and color, instead of graduating into a merchandising career by way of the watchmaker's bench. Then his goods will be selected more intelligently; will sell more readily, and he will be able to recommend goods of appropriate size, design, form and color, according to the individual need of the purchaser.

When our merchants are more thoroughly qualified in the fundamental principles of merchandising; when they understand statistical accounting, cost keeping, stock keeping, buying, practical phychology, organization, the elements of art, and the other subjects, a mastery of which would qualify them in their work, a

large part of the waste in distribution will disappear. The day is coming when a man will be no more permitted to set up in the profession of distribution without first demonstrating his qualifications to society, than the druggist is now permitted to dispense drugs. the doctor to practice medicine, the lawyer to practice law, or the engineer to put "M. E." after his name.

In the meantime, governmental and other agencies can do much toward spreading some rudimentary knowledge of value in this coming profession among those already in it, just as our agricultural schools have helped the present generation of farmers. Better business record keeping can be spread. Until such a time as a more capable school of distributors is available,it will accomplish nothing to rail at the middleman, who is doing the best that he can under the conditions that society has provided, or through cooperative or other movements to set up new stores under the charge, as usually happens, of those who are even less experienced and less qualified than the present distributors. And when the same principles of improvement are applied not only to the retailer, but to the wholesaler as well, and to the marketing departments of the manufacturers, a truly great economy will be found possible.

I submit, therefore, that this is the only road to lower costs; that we cannot eliminate the middle man; that high prices are not due to his extravagant profits, but to the undeveloped standards of operation, and that no device save that of education will overcome this fundamental deficiency.

❦ ❦ ❦

Applications from the undermentioned Canadian publications for A.B.C. membership have been accepted:—*The Druggists' Weekly*, Toronto; *Le Panorama*, Montreal; *Farm and Home*, Vancouver; *The Evening Post*, Lindsay, Ont.

ABOVE-BOARD CIRCULATION

Publications listed below merit special consideration because their circulation records are subject to regular and rigorous examination by the Audit Bureau of Circulations. Present day advertisers want to know more than vague figures indicating volume of circulation. They want complete details, including facts indicating value. Bills for all other purchases are carefully checked to verify delivery; why not advertising bills similarly? The figures quoted below represent average circulation as may be verified by each publisher's latest report. A complete analysis, including all essential facts, is given in detail in complete audited report which should be secured from publisher.

✣ DAILY NEWSPAPERS ✣

Calgary, Alta., HERALD (E) 27,168
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West

Edmonton, Alta., JOURNAL (E) 19,354
The one outstanding daily in Central and Northern Alberta.

London, Ont., FREE PRESS (M. & E.) 42,092
Produces best results for most local, national, classified advertisers, provable.

Ottawa, Ont., LE OROIT (E) 9,174
Covers thoroughly Ottawa and Hull's French population, 35,000 and 20,000.

Sherbrooke, Que., RECORD (E) 10,491
Exclusively home Daily of 65,000 English people in Southern Quebec.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,817
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,657
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

POSITION AS SECRETARY

Wanted by a man of good appearance and with highest credentials. Long experience in England and Canada, both in business and political secretarial work. Well educated, a good correspondent, stenographer and accountant. A good salary required, but I can make myself worth more than double the salary I ask. Let me relieve you of routine details. Address

H. K. McCANN CO.
14 King East Toronto

SALES MANAGEMENT

A "brass tack" magazine that keeps you posted how others are building better salesmen, speeding up sales, putting more pull in sales letters, cutting sales costs, etc. Over 6,000 sales executives read it. Published monthly by leading clearing house for sales information. Single Copy 25c $2.50 a year.

SPECIAL OFFER: Send one dollar for four months trial subscription and FREE assortment of Salesmen's Bulletins describing plans used by notably successful salesmen to overcome such objections as "Not interested," "Come back later," etc. Money back on request.

The Dartnell Corporation, 1220 Brooks Bldg., Chicago

Bound Volumes Marketing A few volumes of the issues for 1918 and 1919 are available at $4 each. If you want one, get it now. Orders should be entered now for bound volumes of 1920's issues.

USE TWO-FOLD LETTER HEADS

in all your business correspondence. By so doing you preserve the impression---creating value of your business letter head intact. A business letter as ordinarily folded reaches the recipient in a mussy and unattractive condition. Our two-fold letter heads are business stimulators. When ordering stationery from your printer, specify Two-Fold letter heads and envelopes.

Are you receiving our little folder. "Quality and Service"? There is a copy for your printer who will find its contents interesting. Send his name NOW to

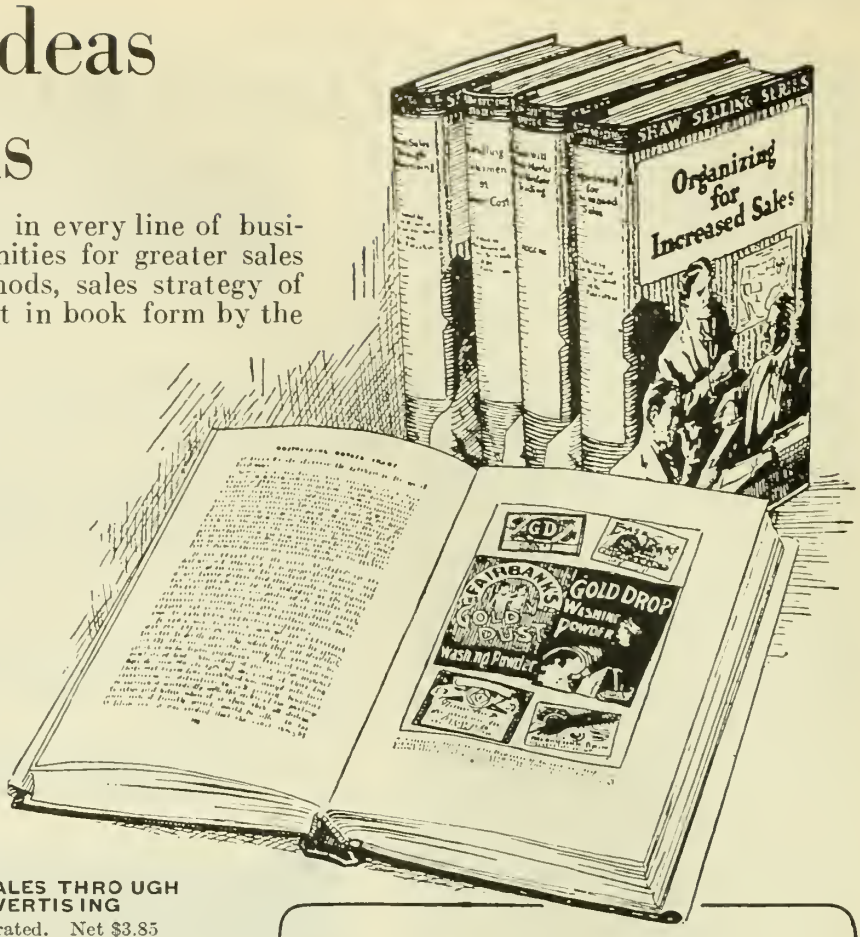
TORONTO ENVELOPE CO. Limited

119 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY

Best Selling Ideas of 1,529 Firms

QUICK, easy, sure ways by which men in every line of business seize to-day's unusual opportunities for greater sales and profits. The experiences, methods, sales strategy of 1,529 concerns tested and classified and put in book form by the System organization.



IN this new series of books the Shaw Bureau of Business Standards presents in detailed manner, freely illustrated, the actual selling experience, —methods and policies which have demonstrated their worth in increasing sales—of more than 1,500 concerns in all lines of business. Every man interested in selling can thus now have at his finger tips vital, helpful information—methods for winning sales and opening new markets, for training salesmen, for cutting selling costs—ideas for getting more out of advertising, using mails to better advantage, developing business by catalog—plans for establishing profitable sales quotas, getting more out of sales conferences, protecting trade marks and good will. Suggestions that any sales executive can use to win more sales and larger profits. You may order the complete library—or the particular volumes you want—on the coupon below.

HANDLING SALESMEN AT LOWER COST.

191 pages, Illustrated. Net $3.85

"How can we get the business?" and "How can we get it at low cost?" are two questions every sales executive aims to answer. But sales methods and systems become impotent as conditions change. New methods often win big results. This book gives you the benefit of the sales experiences of many unusually successful concerns—gathered in a country-wide investigation by the Shaw Bureau of Business Standards. Includes ideas, plans and methods proved profitable in hiring and training salesmen, in paying them, calculating sales costs, lowering them where need be—and in solving the thousand and more questions continually confronting the man who directs salesmen.

ORGANIZING FOR INCREASED SALES.

203 pages, Illustrated. Net $3.85

Phenomenal sales results are often due to ability to **observe, analyze** and **apply** the tested methods of others. Here are ideas and plans that have literally worked wonders for other selling organizations developed and perfected by scores of able sales managers. Tells how to keep tab on salesmen, how to use graphs in checking up sales, how to establish quotas, make sales contests profitable, pick the right marketing plan, etc. Page after page of clear, concise descriptions and effective sales policies—of great value to any man who is anxious to comb his territory a little finer.

MORE SALES THRO UGH ADVERTIS ING

200 pages, Illustrated. Net $3.85

Discusses intimately every phase of advertising appropriations, campaigns, catalogs, direct mail, etc. Shows how to link advertising with selling, win dealers co-operation, "sell" salesmen on advertising, produce house organs. Shows how to cut your costs and avoid advertising that is weak and unproductive. Customers buying habits, average purchasing power, salesmen's advertising aids, all comprehensively discussed.

GOOD-WILL, TRADE MARKS AND UNFAIR TRADING.

288 pages, Illustrated. Net $4.40

How is good will created? What rights does a trade mark give? What constitutes infringement? These and other questions a business man **must** know if his business is to enjoy steady growth and unmolested popularity. In this book he finds the answers, including 158 pages telling how to defend a business from unfair competition.

GRAPHIC & STATISTICAL SALES HELPS.

200 pages, Illustrated. Net $3.85

"Picture" methods of analysing your business clearly described. Just the help many men need to enable them to size up their business problems adequately. Includes much valuable data in the form of comparative figures gathered by extensive investigation. Graphic plans may help clear up your difficulties.

Think what these ideas will mean to you

I—Handling Salesmen at Lower Cost

—how to map out territories for the most effective handling
—how to conduct schools for developing salesmeo
—how to hire and traio salesmeo
—how to keep up preliminary training and maintain the salesmeo'e interest
—how the employment of specialty men decreases selling expenses
—how proper cost system will lower selling costs
—how to fix a standard of cost for each territory
—how to reduce costs without losing selling power
—3 effective methode for fighting the rising cost of keeping salesmen on the road
—selling talks that have proved successful
—how to develop a sales manual

II—More Sales Through Advertising

—hnw to make sure of getting tho most out of your catalog
—how to compile lists of prospective customers
—how to win dealer's cooperatioo
—how to make a house organ effective
—how to "sell" the advertising campaign to your salesmeo
—how to get better results from direct-by-meil advertising
—how to use testimonial letters
—how to link advertising with selling
—how to check returns
—how to increase turnover through advertising
—how to test the campeign io advance
—how to fit your copy to the market
—how to distribute advertising expense

III—Organizing for Increased Sales

—how to handle expense accounts satisfactorily
—how to get reports on prospects
—how to get the best results from graphs
—how to use maps
—how to establish profitable sales quotas
—how to get the best results from a territory analysis
—how to use the conventioo
—how to conduct sales coo-tests
—how to pick the right marketing plan
—how to conduct a preliminary investigatinn
—how 97 mAnufacturers distribute their products
—hnw tn adjust prices to cooditionn
—how to folluw up selling with service

IV—Good Will, Trade-Marks and Unfair Trading

—how to build up lasting good will
—how to set a value on good will
—how trade marks differ from patents and copyrights
—how to devise an effective trade-mark
—how to prove ownership of a trade-mark
—what right a trade-mark gives
—how to make a trade-mark legally sound
—how to transfer trade-marks and good will
—how to protect business names
—how to deal with infringers
—how to protect good will
—how far do trade-mark rights extend

V—Graphic and Statistical Sales Helps

—production costs which help in selling
—how to use figures and statistics to best advantage
—comparative costs of doing business in various lines
—location of wholesale trade, number in each state
—average cost figures from wholesale dealers in 11 states
—comparative packing and shipping in various lines
—retail cost figures and what they mean to you
—light, heat and power costs in various lines
—detailed business "death rate" records of various lines
—comparative cost of insurance and taxes in various lines

ORDER NOW THE BOOKS YOU WANT

Add 15 cents for each book for postage.

W. A. LYDIATT, Publisher, 53 Yonge St., Toronto.

Enclosed find money order for $ for which please send me, charges prepaid, the books indicated by check mark.

☐ Handling Salesmen at Lower Cost ☐ Organizing for Increased Sales
☐ More Sales Through Advertising ☐ Good-Will Trade Marks and Unfair Trading
☐ Graphic and Statistical Sales Helps

Name

Street

City

Judicious Advertising Builds Good Will Quietly, Irresistibly and Surely

—so says Lord Leverhulme, Chairman of Lever Bros., Limited, makers of Sunlight and Lifebuoy Soap, Lux and other products in a recent article in Printer's Ink, reprinted from "Hello".

That **Street Car Advertising** is judicious advertising in the estimation of Lever Bros., Limited, is amply proven by the fact that Sunlight, Lifebuoy and Lux have been advertised in the street cars of practically every city in Canada for years. A renewal contract for several years more was recently made.

Many other national advertisers also use street car advertising continuously, comprehensively and successfully. Some of them use this form of advertising almost exclusively. They find that street car cards represent the product with a convincing realism not quite obtainable in any other medium.

The Canadian Street Car Advertising Co., Ltd.

WINNIPEG OFFICE
UNION BANK BLDG.

EXECUTIVE OFFICE
BANK OF OTTAWA BLDG.,
MONTREAL

TORONTO OFFICE
TEMPLE BLDG.

At Your Finger Tips

NO messy desk top. No litter of papers under desk basket, rule or paper weight but every essential record where you can get it and get it quick. A place for everything and everything in its place—That's the *Efficiency Desk.*

Do—don't stew. Put the time you lose daily in looking for the things you need *quick,* into useful work. A compartment of the right size and shape for each current record and each personal file. — That's the *Efficiency Desk.*

Not intended for permanent records or to replace your filing cabinet but planned and built so that you can keep your personal data and documents you need daily right at your finger tips.

Whether you are general manager, sales manager, advertising man, credit man, office manager, purchasing agent,—no matter what your work may be—you will find it easier to do it and you will be able to do it better with the *Efficiency Desk.*

SYSTEM SERVICE

We offer System Service—the advice and suggestions of a corps of trained men free to our customers. Our thirty years experience, placed at your disposal in System Service, is a very valuable supplement to your own knowledge of your business.

Our System Service experts will, without charge or obligation, be glad to discuss with you the standardization and filing of your records, the arrangement of your office equipment or organization problems.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Export Sales Office—365 Broadway, New York City

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Calgary Vancouver

OFFICE SPECIALTY
FILING SYSTEMS

Marketing
and Business Management

Edited by
W. A. Lydiatt

"The Force That Makes Ideas Live"

If you have a sale or other problem, that requires for its solution, a change in the mental attitude of the public, write to us for the book, "The Force that Makes Ideas Live."

Those who are apt to place limitations on the possibilities of an advertising campaign will reconsider when they read of Advertising's contribution to the Winning of the War.

A. McKIM, LIMITED

Advertising Agency,

MONTREAL TORONTO WINNIPEG LONDON, ENG.

PUBLISHED BY W. A. LYDIATT AT TORONTO, CANADA

25 Cents a Copy

APRIL 1920

$2.00 a year

"WE have made regular use of posters for a number of years, always considering them an important factor in our year's advertising campaign in backing up our other publicity efforts.

"Poster advertising has appealed to us for many reasons, some of which are:

1. It enables us to reach the three million five hundred thousand people in the cities and towns covered by our posters, with a strong, dominating Gillette message in striking colors.

2. It has been the means of our obtaining the good-will and support of our distributors, who are favorably impressed by poster advertising.

3. The basic reason for our steady use of posters is the increase in sales which always results after each campaign.

"Each one of our 1,500 posters is personally inspected in our behalf by a dealer in each locality. This is done, not so much to check up the Poster Association—for they have always given us the best of service—but to more thoroughly impress dealers in towns where our posters appear, and make them Gillette boosters.

"Poster advertising, in our experience, has been a big aid in the obtaining of our yearly increase of business."

GILLETTE SAFETY RAZOR CO
of CANADA, LTD.
MONTREAL

AS has often been said, "keeping everlastingly at it" is the real secret of advertising success.

Not every other day, or once a week, or once a month—but all the time!

Posters are the only medium which permit persistent publicity. They are everywhere, always—morning, noon and night—to-day, to-morrow, every day—reaching everybody repeatedly.

May we show you how YOU could use Posters?

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative.

Poster Advertising Association

W. W. SCANE, Secretary, CHATHAM, ONT. **OF CANADA**

OFFICIAL REPRESENTATIVES

LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
CANADIAN POSTER CO.	Lewis Building, St. John Street	MONTREAL
E. L. RUDDY CO., LIMITED	11 E. Wellington Street	TORONTO
A. R. KENT	Kent Building	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
HARRY DUKER, LIMITED		VANCOUVER, B.C.
GOULD BAIRD POSTER CO.		HAMILTON, ONT.

FARMERS' MAGAZINE

Canada's National Farm Magazine

Circulation Guarantee
for 1920 on A.B.C. Basis
30,000

GUARANTEE EXCEEDED

Note following increases in copies printed, made necessary by growth in paid subscriptions:—

January 15th, 32,000
February 1st, 33,000
February 15th, 34,000
March 1st, 35,000

Farmers' Magazine Gives Value

FARMERS' MAGAZINE is splendidly edited, practical, instructive entertaining, interesting to every member of the farm family. It gives the same quality in super-calendered paper, illustrations, color printing as any general magazine of the better class.

Via Direct Route

The farmer is a careful buyer. The direct route to his interest is through his farm paper because it is most carefully read and because he relies on its direction in his business affairs.

54% of Canada's Population is Rural

Recognition of the volume and importance of farm trade in Canada is an essential of any well-balanced plan. The farmer represents tremendous buying power. His custom is of utmost importance to dealers and retailers of all commodities. Co-operation with Canadian dealers requires the careful cultivation of this trade.

FARMERS' MAGAZINE reaches the cream of this country trade. It has the influence of a well-read publication and guides the buying of over 30,000 prosperous farm families whose buying power is away over average. FARMERS' MAGAZINE should stand first on your list of Canadian farm publications.

Let Us Send You Complete Information

The Maclean Publishing Company, Limited
143-153 University Ave. - - Toronto, Canada

A Letter from a President

"I wish to say that I consider the work you have done for us of inestimably great value. I believe your future should be a record of success owing to your able, conscientious and enthusiastic nature.

I assure you that it will always give me pleasure to speak of you or recommend your services in the highest degree."

A Letter from a General Manager

"What did Cæsar do? Well, you did it, too. Your talk before our salesmen and managers, sold you, your plan, and your ideas one hundred per cent. It has pleased me mightily."

A Letter from a Sales Manager

"You have been of such great personal assistance to me during the past two years that I have asked the G.M. to renew the arrangement."

A Letter from an Advertising Manager

"Under your direction my work has grown—I have grown ! ! ! Believe me, your stunt of drafting a plan, designing and writing 63 advertisements that passed the censorship of five men was an eye-opener. It was great salesmanship and a wonderful campaign."

E. ST. ELMO LEWIS

COUNSEL IN ADVERTISING, SALES
AND MARKETING PROBLEMS
ADVERTISING PLACED

347 Fifth Avenue, New York, U.S.A.

(After May 1, 1920, Astor Court Building)

As a Rule

the easier it is to get a free "reading notice" INTO a paper, the harder it is to get results OUT of it.

Any press agent will tell you how hard it is to get free "puffs" from

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

but, by the same token, its columns pull good results for advertisers.

Ask any good Advertising Agency for complete information about the Free Press and the rich responsive market it serves.

Branch Offices:

MONTREAL	E. L. McArthur	Room 102, 90 St. James St.
TORONTO	E. J. Guy,	Room 302, Royal Bank Building
CHICAGO	C. W. Wallis	1243 First Nat. Bank Building
NEW YORK	D. J. Randall	341 Fifth Ave.
ENGLAND	Robt. Houston	1 Arundel St., W.C. 2, London

"Don't See How Any Advertiser Can Get Along Without It!"

says one enthusiastic user of LYDIATT'S BOOK. And, in fact, few advertisers do try to get along without it. Even the best informed "find it a great convenience, almost daily." Practically all the information any advertiser ever needs, carefully checked up-to-date, and compactly arranged and classified for ready reference.

Complete Data and Rate Book
—not a mere directory

It is a mistake to think of LYDIATT'S BOOK as a mere directory or list of publications. It is **not** a directory. All publications are not listed—only those generally used by national advertisers. These are grouped by classes—and the most complete information given regarding each one. Publication and closing dates, column lengths and widths, which can use matrices, **detailed** circulation data, (more complete than ever before published), and rates quoted for general advertising.

Complete data and rates regarding all daily newspapers, principal weeklies, magazines, farm, religious, technical, trade and other class publications—just the information you need to determine which are best for your purpose.

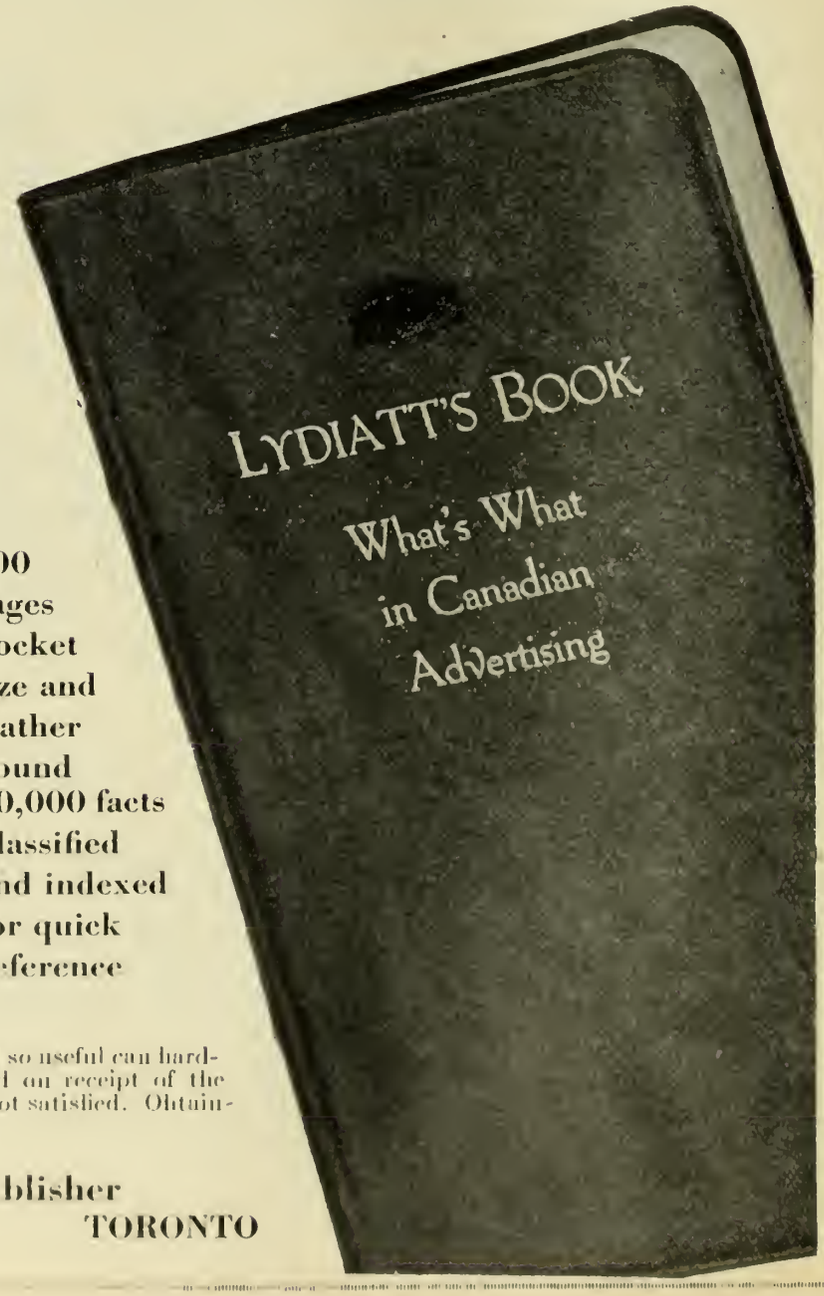
Also complete list of outdoor poster plants, number of posters required, cost, etc. Rates, etc., street car advertising and other mediums. Valuable data about engravings, electrotypes, printing, with current scales of prices.

Handy tables to help you in preparing or laying out copy, specimen types, etc.

And all the census, trade, agricultural and other statistics needed in analyzing the Canadian market, or any part of it. A veritable encyclopedia of advertising information and trade facts, needed constantly by every advertiser and not so readily obtainable in any other way.

GET YOUR 1920 COPY NOW

Not until you see how much information it contains that you need almost daily can you fully appreciate how useful it will be to you.



400 pages pocket size and leather bound 40,000 facts classified and indexed for quick reference

A book which so many other advertisers find so useful can hardly fail to be useful to you. Sent postpaid on receipt of the price, $3.00 a copy. Money back if you're not satisfied. Obtainable only from

W. A. LYDIATT, Publisher
53 Yonge St. TORONTO

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY-FIVE CENTS A COPY TWO DOLLARS A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIV, No. 4 TORONTO, CANADA APRIL, 1920

MURRAY BLUDGEON PROVES A BOOMERANG

Plan for "shepherding advertising patronage" has already defeated its purpose with painful results to the manufacturers' cause. MARKETING'S disclosure saves the situation in some measure. Murray campaign a "terrible mistake" agree leading manufacturers "Not behind the idea," says C.M.A. More business-like campaign under consideration. Opinions expressed in press and in advertising circles.

IF Murray's secretly-promoted plan for "shepherding advertising patronage," using it as a reward for "fairness" and the discouragement of "unfairness" on the part of the press of Canada, ever had any chance of being even partially successful, that chance has been dissipated by the disclosure of his scheme in March MARKETING.

Our publication of Murray's booklet, *Moulding the Moulders of Public Opinion*, proved somewhat of a sensation. This booklet had been circulated so cautiously and the plan promoted so secretly, that the thought of possible exposure was ridiculed. Murray himself assured his prospective subscribers that such fears as "that at the first sign of pressure the press itself would expose the whole movement" were "really groundless." The whole thing could be put under way easily, quietly, safely—without fear of "being discovered."

Imagine the consternation, then, when MARKETING appeared in February with the news that Murray was at work on such a scheme, following it up in March with all the details of his pernicious propaganda. Representative dailies from coast to coast discussed and cussed it in leading editorials, as did also the principal farm papers.

PRESS PROTESTS

The Toronto *Globe* of Saturday, March 6th, took up the matter with such vigor that other dailies, noting the *Globe's* comment, referred to "The *Globe's* charges" against Murray and his "manufacturers" of public opinion. The *Globe* editorial quotes freely from MARKETING, calling Murray's booklet "An Amazing Document." "The whole scheme, from beginning to end, is amazing." It says:

Clearly the kind of agency this man seeks to establish is designed to prostitute newspaperdom to dishonest public service. It aims to dictate economic policy for the Press of Canada as Bismarck dictated political policy for the Press of Germany. It unblushingly proposes to control and regulate the editorial utterances of every Canadian newspaper by the money its clients spend with it or withhold from it. It boldly champions a reptile Press.

"The *Globe* much mistakes the spirit and the principles which dominate the Press of this Dominion if Mr. Murray's project proves effective to the least degree. It also doubts his ability to persuade any considerable number of reputable manufacturers that his policy can advance their interests. To enjoy large circulation and influence a newspaper must prove itself. It must have the confidence of its readers in the reliability of its news columns and their respect for the honesty and sincerity of its editorial comment. The relation of the newspaper to its advertisers is solely a commercial relation. The relation of the newspaper to its readers is something altogether different. It is the right of the reader to be assured that editorial influence and convictions cannot be purchased. A good newspaper has as keen a sense of honor and as high a standard of ethics as has the right-thinking individual.

"Mr. Murray will find out what he apparently has not yet learned—that the Press of Canada can neither be bought nor bludgeoned."

The only other Toronto daily which, so far as MARKETING has been able to observe, has taken any notice of Mr. Murray's challenge to editorial independence, is the *Telegram* which, politically, is fighting-protectionist. "Canadian manufacturers play the game of their foes" it said on March, 12th, continuing:

"Churches were urged to withdraw their advertising patronage from papers that carried liquor advertisements.

"Canadian manufacturers are now being urged to withdraw their advertising patronage from newspapers that carry free trade editorials.

"The Grand Trunk Railway, in the early days of C. M. Hays, inserted a red ink clause in advertising contracts offered to newspapers. The red ink clause provided that the contract would be cancelled if the news or editorial column of the medium carried matter which the management of the Grand Trunk Railway deemed unfair or otherwise objectionable.

"Canadian manufacturers should distribute their advertising patronage where their money will do their own business the most good. The manufacturers ought not to expect to buy anything but the advertising space that their money purchases. Canadian manufacturers aid the FRIENDS OF PROTECTION, NOT FOR THE MANUFACTURERS' SAKE, BUT FOR THE COUNTRY'S SAKE. The progress of high national interests is obstructed by the coarse stupidity of an attempt to control the editorial or news columns of public journals by their use or non-use of the advertising columns of these journals."

SOME PAPERS TONGUE-TIED

It has been observed as surprising that a newspaper of the boasted independence of the Toronto *Star*—generally understood as being one of the dailies specifically referred to by Murray as a horrible example from the manufacturer's point of view—should fail to assert itself in the face of this attack. Strange, too, that many other Canadian dailies failed to recognize any necessity for sticking up for the press in general, or themselves in particular, with an indignant declaration of their independence of such sinister influences as Murray showed to be at work. The Winnipeg

Free Press, for example,—another of the dailies which Murray uses as a red flag to excite the passions of his prospects,—thus far seems to have deemed it wisest to hold its tongue.

Under the circumstances there is some curiosity as to the possible significance of this silence on the part of many important dailies, particularly those which seem in line for "Murray-moulding" for previous "bad behavior" towards manufacturing interests. It suggests that there may be more merit in the Murray medicine than we care to believe possible. Can it be, as Murray says, that "dividends must be protected" at all costs? Are we mistaken in assuming that the press of Canada cannot be "moulded" or silenced? What is the explanation, then, of the apparent "Kamerad!" in many quarters?

But if some editors are tongue-tied under Murray's stinging lash, others are more fearless. "There are no respectable newspapers in Canada," says the Calgary *Herald*, "whose editorial opinions are purchasable."

"A common delusion is that the big advertisers control the papers. It is not so, and a little thought will show why such a state of affairs would be bad business for the newspaper. It is true much of the revenue of a newspaper comes from its advertising. It is also true that the papers with greatest advertising revenue are those with largest circulation. No paper could get and hold large circulation if the people knew or suspected its opinions and policies were switched or altered at the demand of its advertisers. They would have no confidence in such a paper and very shortly the paper would have no circulation. Losing its circulation it would lose its advertising.

"It is not on record that the manufacturers paid any attention to the Murray suggestion. Chances are they marvelled at the colossal stupidity and ignorance of the man and then forgot all about him and his scheme. It was ingenious in its working detail, but extremely crude and coarse in principle. The fact is that sort of thing isn't done nowadays, outside of the too fervid imaginations of writers of fiction."

"Marketing" Deserving of Thanks

Even more positive is the Victoria *Times*, which refers to MARKETING'S exposure of a "scheme in the interest of special privilege which for naked effrontery and stark corruption is without parallel in this and probably any other Anglo-Saxon country." After quoting from MARKETING to explain the details of Murray's scheme, the *Times* editor goes on to say that Mr. Murray is evidently "the possessor of an imagination which keeps close company with his boundless ambition."

"Judging by the document exposed by MARKETING he apparently aims not only to become the dictator of the editorial policy of the Canadian press through his 'Bureau,' but also, by virtue of their engagements to him, the potential dictator of the Canadian manufacturers who subscribe to his scheme.

"In fact, the scheme—if it succeeded—would have illimitable possibilities, since there would be nothing to prevent Mr. Murray moulding public opinion on all matters, whether fiscal or otherwise, in this way. But his fancy overlooks a few fatal difficulties and their consequences. One—and it is sufficient—is that the whole precious plot is too rotten to succeed. The very stench of it would betray it—and then, Mr. Murray can take it from us, something very serious would happen to it and those involved in it.

"It may be taken for granted that the scheme has made very little headway, if any, among the Canadian manufacturers, few of whom, we are satisfied, would soil their hands with it, while the Canadian press is ready at all times to prove to Mr. Murray or anybody else who may be in doubt, that it proposes to remain the master of its own policy. Although the scheme was doomed to failure from its birth, MARKETING, nevertheless, is deserving of the thanks of honest Canadian business and the Canadian press for its exposure."

"That it would appeal to any large number of business men is inconceivable," says the Edmonton *Journal*. "Still less credible is it that any newspapers whose space is worth anything would allow themselves to be influenced by such tactics. As, however, the project might appeal to some advertisers, and might lead to the wasting of considerable money as well as encouraging false ideas regarding the press of the country as a whole, MARKETING has done a very excellent service in making its exposure. It is quite true that advertising supplies a very important part of the revenue of all newspapers. But what gives space in a newspaper's advertising columns value, is the loyalty of its readers. Once it began to take its opinions from its advertisers, it soon would be of little use to those advertisers or to anybody else."

Murray's project is, in plain words, "a plan for blackmailing the newspaper publishers of Canada," thinks the Hamilton *Herald*, while the *Spectator* of the same city says:

"Mr. Murray may think that he can make the tail wag the dog, but under any such scheme as he proposes there would soon be no dog at all. Business men know well enough that Press advertising is as essential for the welfare of their business as it is for that of the newspapers. Politics have nothing to do with it. The money of a free trader is as good as the money of a protectionist, the order from the Liberal as useful as that from the Conservative. The advertiser must appeal to all tastes if he wants to prosper; he cannot with safety restrict his patronage to any one class of people. Chimerical as the influence of Mr. Murray's 'bureau' may be, public morality demands that it be exposed and condemned in the most emphatic terms."

The London *Free Press*, a strong supporter of the policy of protection, believes that the tariff is capable of honorable defense, and that the case of the manufacturers is a sound one, for the most part. "Then why not organise this defense," it says, "by bringing before the readers of the anti-protectionist newspapers the facts which are withheld from the readers of these newspapers, or else which are presented in such form as to preclude the reader from a fair understanding of the case for tariff protection.

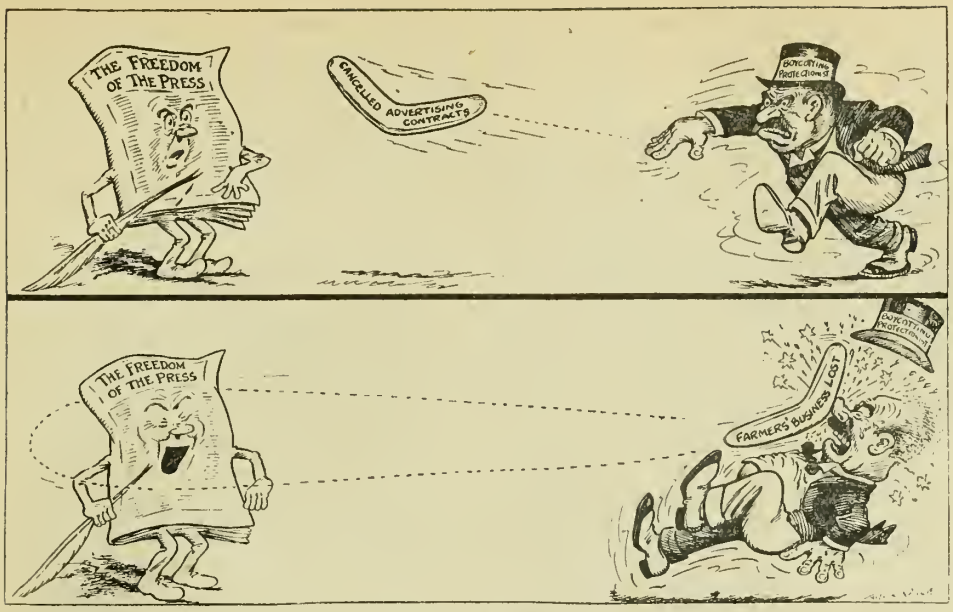
"At a time when the tariff is being attacked by fair means and foul," this editor argues, "it becomes more than ever necessary that the opponents of fair play in Canadian industry should not be able to insinuate or to openly charge that an organized attempt was being made to subsidize and to control the press."

The "Mills of the Gods——"

The farm journals, on the other hand, seem to recognize in the Murray project evidence that the protectionist manufacturers have not "a case which is capable of honorable defense," and that dishonorable means must therefore be resorted to gain their ends.

The *Grain Grower's Guide* of Winnipeg, organ of the Western farmers movement, finds in Murray's methods the finest kind of material for showing the farmers the devilish despotism which they are up against. It likes to fancy itself as chief of the sinners and a star performer among those most likely to draw the Murray fire. It has tasted of the Murray brand of medicine from the day of its birth in occasional small doses, and has thrived on it. This sort of opposition is just so much grist to its mill. Here is perhaps the most striking example of the boomerang effect of the Murray proposal, as is well illustrated in one of the two *Guide* cartoons which we reproduce.

If the manufacturer is determined to "punish" the *Guide* for advocating the interests of its readers, then, the *Guide* says to its readers, "you can avoid dealing with your enemies by confining your purchases to those firms who do advertise in the *Guide*." And they'll do it, without a doubt. "The *Guide* has been deluged with requests from local associations secretaries and other readers," it says in its issue of March 17th, "for the names of those firms who are boycotting the *Guide* by the withdrawal of their advertising. Not being in



The Farmers can make the Boycott a Boomerang
From the Grain Grower's Guide

a position to supply this information fully at present, the *Guide* has decided to publish periodically a list of those firms who do advertise in its pages. The list is published for the information of *Guide* readers who desire to aid the *Guide* by purchasing their requirements as far as possible from *Guide* advertisers. Of course the firms who are boycotting the *Guide* because it supports the tariff policy of the organized farmers are not found in this list. Their scheme is to place their ads in other papers in Western Canada whose tariff policies are not objectionable.

"Thus the great purchasing power of farmers who support the Farmer's Platform and the policy of the Square Deal can be used to create the best and most influential journal in the land, and able to withstand any attack that can be made against it. The farmers and their families who read the *Guide* every week are purchasing $100,000,000 of goods every year. If they make it their policy to select chiefly those goods advertised in the *Guide*, they will be bringing back dividends to themselves, and striking a powerful blow for the freedom of the press."

Turning the Tables

In the same issue the *Guide* reprints Murray's *Moulding the Moulders* booklet as published by Marketing, with a picture of Murray, under which begins: "When an unscrupulous scoundrel employs his knowledge, etc." Probably the connection was not intended. In commenting on Murray's plan the *Guide* editor says:

"Mr. Murray calls this scheme 'shepherding' advertising—Mr. Murray, of course, being the Shepherd, and the low tariff press being the lambs to be fleeced. *The Grain Grower's Guide* was, of course, the most unruly and wayward lamb on the Shepherd's list and was to be plucked without mercy. All these journalistic lambs were to be fleeced of their advertisements until they would eat out of Shepherd Murray's hand and 'baa-aa-aa' plaintively to be restored again to favor in the eyes of the Moulder-in-chief and his battalion of Divine Righter protectionists.

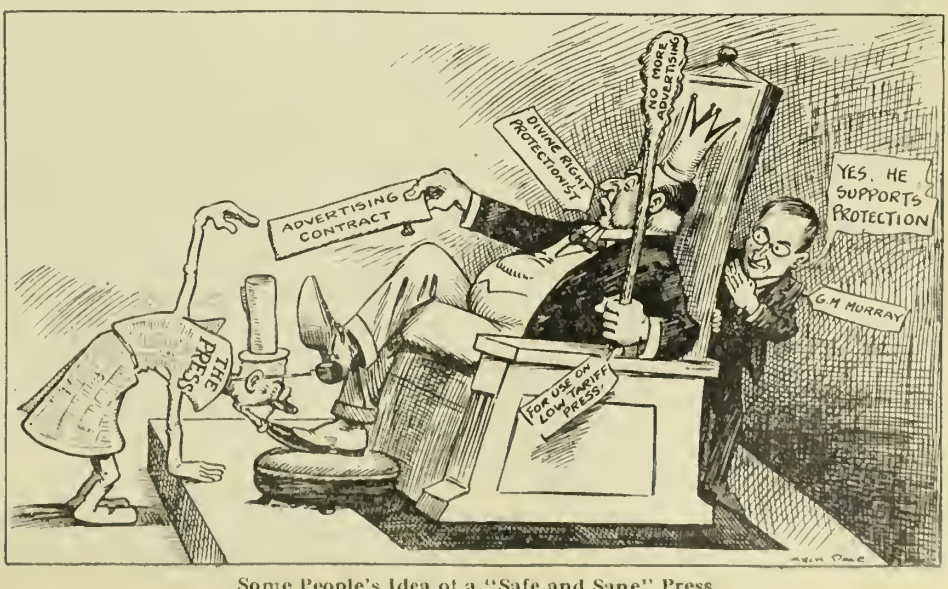
"But the tables are turning. The lambs have refused to be docile and have declared unanimously for the freedom of the press. The readers of *The Grain Grower's Guide* are ready to accept the challenge and are prepared to meet an advertising boycott by refusing to purchase goods from those firms who seek to cripple *The Guide*. Mr. Murray's plot has failed. He cannot secure a 'safe and sane press' by 'shepherding advertising patronage.' The pitiless white light of publicity has exposed the rottenness of the scheme of this would-be Napoleon of the press. Instead of a bunch of journalistic lambs eating out of his hand he has merely caught a bunch of protectionist manufacturer suckers who have paid him their good money for an utterly worthless service. The press of Canada can never be bludgeoned into submission by any such Prussian methods."

The *Farmer's Sun* of Toronto, organ of the organized farmers of Ontario, makes a similar appeal for the support of its readers in this fight against "the protected interests" but not so vigorously as the *Guide*. More moderate, but no less favorable to Murray's ideas, is the Montreal *Weekly Witness* in one of the best editorials which has come to Marketing's attention. "The temptations to dishonest journalism are constant," it says, "but only occasionally are the sources of these temptations openly revealed.

"In the March number of Marketing, an accredited business and statistical magazine, a startling exposure is made of a scheme to control the newspapers of Canada through giving advertising contracts only to papers whose editorial utterances were favorable to manufacturers. This confidential document, like the Liberty League's confidential appeal for $20,000, to defeat Attorney-General Raney in Ontario, will frustrate its own purposes, and will warn the public against newspaper propaganda purchased by advertising receipts. The forces of evil are frequently so unscrupulous that they defeat themselves by running against the conscience of the common people.

"To one accustomed to the ruthless use of force in high finance there may be nothing wrong in dictating editorial policy by financial blackmail, but to the simple conscience of plain people such a method is unholy dishonesty. If finance could control the press, would it leave even the pulpit free? This plan is based on the assumption that shareholders in publishing companies demand dividends, and that editors will soon be dismissed when advertisements are withheld.

"The originator of this scheme evidently forgot that a large part of any newspaper's asset is public confidence. Integrity is essential to win influence. If it be known that a high tariff paper is being liberally subsidized by protectionist advertising, at once the force of the editorial pronouncements is weakened, and the news accentuations and innuendoes are understood



Some People's Idea of a "Safe and Sane" Press
From the Grain Grower's Guide

and resented, and frantic cries of loyalty are discounted as hypocrisy.

"Again, when one finds among serious news the pronouncement of some unnamed professor as to the absence of essetial vitamines from small beer and their abundance in the generous article telegraphed as though the announcement was an event in science one knows in whose interest that intellectual tipple was brewed. Newspapers need to have a feminine regard for reputation and honor; they must be above suspicion, and public scorn will be visited upon any journal suspected of actively or passively prostituting its editorial, or, what is far more common and worse, its news and correspondence pages for advertising gains.

"The public will expect to be assured that the soul of the press is not for sale, and that it cannot be intimidated by 'the careful shepherding of advertising patronage.' The exposure of this attempted underhand, 'strictly confidential' corruption of the press has put the reading public on its guard, and every high protection paper has had suspicion placed upon its good faith. It is another instance of the stupidity of ignoring the simple and fundamental fact that there is still a difference between right and wrong.

Rule by Boycott

"Is there any real difference between soviet rule as enforced by strikes and boycotts and as enforced by dominating the people's opportunities of information and of thinking. In both cases the nation as a whole is bereft of its liberty. Which indeed is the greater slavery, that which controls the material commodities by which men live or that which controls their mental food? That a nation can be reduced to servility by controlling its reading has had the most painful and gigantic illustration in Germany that it would be possible to stage. The purpose of Bismarck in mentally enslaving his fellow countrymen was to make them into a perfect war machine, ready at the word 'mobil' to do whatever the Great General Staff should bid them. For the rest he cared nothing. They were allowed to speculate religiously and philosophically as they chose. Otherwise they belonged to the machine. All business enterprise, all navigation, all scientific enquiry were by degrees made part of the great war machine. The commercial and financial classes were bribed into the combination by promises of world monopolies, when the world should be conquered, as it became a 'fixed idea' with them that it would be. What our manufacturers in Canada are after is no such grandiose ambition for world mastery. It is only the conquest of Canada and rendering it tributary to their schemes of wealth. The most of the press of the country they have pretty well in hand. It is no new thing that they largely withhold their advertising from newspapers that do not side with them. Unfortunately advertising is, materially speaking, the life blood of the press. With few exceptions, the readers do not pay for their papers. As far as the common run of readers is concerned, it is a question if they ever will, so long as heavily subsidized publications can offer them so much. The independent press will have to depend on the independent minded people. This new proposal is only letting the cat out of the bag, for which the interest to which the advice is given will perhaps not thank its promoter seeing that it turns the limelight on what has been going on."

As "Marketing" Sees It

But the nearest to MARKETING's own views regarding Murray's proposal are those expressed by the *Financial Post*. Naturally so, because the *Post*, as does MARKETING, gives first consideration to the manufacturers' interests. In its issue of March 13th, the *Post* reprints the text of Murray's booklet from March MARKETING, hoping "to aid MARKETING's purpose of serving the manufacturers". While favoring the policy of an adequate and intelligent tariff for the upbuilding of Canadian industry, the *Post* "believes that it speaks for the great majority of Canadian manufacturers when it condemns Mr. Murray's project, which would defeat its own ends and is, therefore, not in the interests of the manufacturers. Plausible in its appeal, it shows an ignorance of the fundamental factors upon which successful advertising must be based, and in ignorance, too, of that spirit of publishers and the public which would undoubtedly lay the manufacturers open to a dangerous boomerang.

"Murray has again shown that abnormal ability to get the manufacturers 'in wrong' which marked his career in the C.M.A. As manager of the association, Mr. Murray made enemies where he should have made friends. He now proposes to continue his sinister work and advance his own financial interests by estranging the manufacturers and a large section of the press and its readers. He is no longer connected with the Manufacturers' Association, but his venture in co-operative advertising was planned by him at the time of his resignation and was not unknown to officials of that organization. The C.M.A. should now come forward and repudiate all connection with it, so that there may be no misunderstanding in the public mind. The attitude of the people regarding the relations of the C.M.A. and the Reconstruction Association should be an object lesson in this connection.

Brings Up a Timely Issue

"One useful purpose which has been served by the bringing to light of Mr. Murray's scheme is that it has put before the manufacturers and advertisers generally, the question of what constitutes a good newspaper and a good advertising medium. *The Financial Post* admits the plausibility of the proposal—therein lies its greatest danger—but manufacturers should study closely the probable effects of such a policy and not be influenced by their personal feelings. It is our purpose to show that those effects would logically be those of a boomerang.

"The plausibility of the appeal of Mr. Murray indicates that he is no mean student of psychology. The most successful 'con' men in the 'profession' have played their smooth games with the public's money by similar methods. The swindler knows that he must make the victim believe that he is to 'clean up.' Mr. Murray makes a case for his method of strafing the low tariff press, which, on causal examination, appears sound. But manufacturers should figure not the possible, immediate benefit, but the certain permanent harm which would result.

The Boycott Boomerang

"One of the most direct evidences of the boomerang effect of such a policy would be in the employment of the boycott. We stated two weeks ago that papers suffering any advertising boycott would suggest a trade boycott to their readers. This has already been done by the *Grain Growers' Guide*, which is rousing the immense organization of Western farmers to express themselves in a practical way against such tactics.

Killing Made-in-Canada Movement

"The effect upon the Made-in-Canada movement must be also considered. Where manufacturers have been prepared to furnish an article equal to that imported, this slogan has been very effective in getting Canadians to buy home products, particularly since the exchange situation has given an added dignity and value to the Canadian dollar when it remains at home. If the tariff reform press is boycotted by the manufacturers, these papers can be made a powerful factor with a large portion of the community—particularly the farmers—in destroying the spirit which has encouraged the purchase of their products.

"In addition to proving a trade boomerang and widening that breach between the manufacturers and the public, which his activities in the C.M.A. did so much to create, Mr. Murray's present scheme will find condemnation by big concerns with large and well organized advertising departments—departments which are out to get results in increased business. These departments are headed by experts who work along strictly business lines. They are the class of men who, if interfered with to the extent of being instructed to place business on a patronage basis, will soon seek positions where they have bigger scope. Their independence is as important as that of purchasing agents. No purchasing agent could conduct his department efficiently if he were told that he could only buy from firms professing a certain religious belief or belonging to a certain lodge. The department would shortly be demoralized by such a policy and the firm would suffer as a consequence.

Effect on the Papers Themselves

"From the standpoint of the publications themselves, we do not believe that Mr. Murray's scheme would have the desired effect of crippling the low tariff papers and building up the protection papers. This involves the point as to what constitutes a good newspaper. We do not agree with Mr. Murray that it is money alone. Sir. Jos. Flavelle had unlimited capital, but when he started to give the people of Toronto the kind of a newspaper he thought they ought to have, but not the kind of a newspaper the people of Toronto wanted, he lost over half a million dollars in a very short time.

(*Continued on page 212*)

HOW BRUNSWICK BUILT BIG BUSINESS

Breaks into closely competitive field with heavy, sustained advertising attack and reaches objective in two short years.—Systematic co-operation changes dealer indifference into enthusiasm.

Written for MARKETING by HOWARD NEVILLE

SUPPOSE your product is a late comer in a severely competitive field already, to all appearances amply served by similar products. Suppose the retail trade, through whom your product would reach the public, is indifferent or opposed to further competition. Under these adverse circumstances, what would you do to secure a place in the sun for your product?

Would you trust entirely to the efforts of your salesmen to overcome the dealers' reluctance to adding your product to their line? Would you endeavor, in addition, to enthuse the dealer into assuming the brunt of the selling effort needed to put your product across with the public? Perhaps! It is sometimes done. But it requires the patience of a Foch, the bull-dog persistence of a Haig, and the silver-tongued eloquence of a Laurier to attain the objective.

There is a better and more quickly effective way—the way chosen by the Musical Merchandise Sales Co., of Toronto, to market the Brunswick Phonograph. This method is the carefully-planned, massed advertising attack to arouse public curiosity and desire, to send the inquirer in a more-than-half-sold state of mind to the dealer. The latter then makes the actual demonstration and frequently clinches the sale. This method places the onus of selling effort on the advertiser, and correspondingly lightens that of the dealer. *It also quickly breaks down the latter's indifference.*

Now it is true that this method has been the subject of much controversy. But the proof of the pudding is in the eating. The fact remains that The Brunswick Phonograph has attained a strong competitive position in a little more than two years by effective national advertising, plus the efforts of dealers made enthusiastic by the *proven results* of such advertising.

The Brunswick Phonograph is made in Toronto by Canadian workmen in a fully-equipped factory employing three hundred workmen. It is distributed by The Musical Merchandise Sales Company, who entered the field with the Brunswick late in 1917. Distributive conditions then facing the company are outlined previously. Mr. F. A. Trestrail, who directs the publicity, is a firm believer in efficient advertising as an important factor in distribution, and it was natural, therefore, that he should turn to advertising to assist in placing the Brunswick Phonograph in the homes of music lovers throughout Canada.

ADVERTISING NATIONAL IN SCOPE

Right from the start large space was used—frequently three-quarter pages. And in this space sales arguments and selling points were presented in an unusual way. The advertising concentrated attention upon two features exclusive with the Brunswick—the 3-in-1 "Ultona" tone reproducer, and the all-wood *oval* horn, or tone amplifier. In every advertisement these two features have been strikingly illustrated and described. Several slogans adopted at the start, are now familiar to everyone: "It had to come" this was the opening gun in the Brunswick campaign over two years ago; "Let your Ears Be The Judge;" "What Shape *Is* a Horn?" and "Just You *Hear* The Brunswick." These have materially assisted in tying up the advertising message to the consciousness of the reader, and in preserving its continuity.

The advertising has been national in character, having appeared in the most important daily newspapers from Coast to Coast, as well as in practically all Canadian magazines and farm papers. To these must be added the influence of the American magazines entering Canada, in almost all of which the advertising of the parent organization across the line has consistently appeared. To this big list, a number of the most important weekly newspapers have recently been added. Truly it would be hard to find any dealer whose territory is immune from the influence of such a publicity barrage!

Quality has kept equal step with quantity. For instance, are not the following arguments more likely to "sink in" than the stereotyped phrases too frequently made to do duty in printed sales arguments? — "What Shape *Is* a Horn?—Did you ever hear of a horn or a megaphone that was square? —Do you know why they never send water through a square pipe?—What do you think this horn should be made of—resonant, vibrating metal, or wood, following the violin principle?" Such questions as these at once challenge the reader's interest, and stick in his memory. They are of a piece with the rest of the

Two
Great Inventions
Exclusive to
The Brunswick
ALL PHONOGRAPHS IN ONE
MADE IN CANADA
It Had to Come!
The Brunswick just had to be. In every industry the law of evolution applies, and sooner or later, perfection is attained.
Just as we have seen the automobile perfected in the last fifteen years, so those in the phonograph industry confidently watched for the "Final Phonograph."
And it has come. The "Final Phonograph" is the Brunswick—the instrument which plays all records CORRECTLY. The Brunswick unlocks for you the whole world of recorded music.
In addition to having all the good features of every other good phongraph, the Brunswick alone has these two supreme inventions:
1. —The "Ultona"—an improved tone arm and reproducer which provides, by a mere twist of the wrist, the exact WEIGHT, the proper DIAPHRAGM and Correct NEEDLE for every make of record.
2. —The all wood oval tone amplifier—built like a violin. This tone chamber, oval-moulded from choice woods, and absolutely free from kind of any metal, eliminates all harsh metallic notes.
The Brunswick plays better, looks better, costs no more and gives you unlimited choice of records.
Let Your Ears Be the Judge
Hear it play your favorite record—any make. RECITALS DAILY.
Thomas Watkins, Limited
"The Right House."

One of a number of advertisements sent to dealers for local newspaper use.

pointed Brunswick advertising, both to dealer and public. Every advertisement has a "reasonwhy" atmosphere, couched in interesting language.

Moreover, the distributors of the Brunswick Phonograph have the happy knack of injecting the element of timeliness and human interest into Brunswick advertising. For instance who does not know Harold Jarvis, the Canadian-born tenor, whose presence on the concert stage has been in great demand for many years—never more so than in war time? Brunswick advertising featured, in graphic style, this singer's eulogistic opinion of the reproductive power of the Brunswick phonograph, especially mentioning the old favorite sung by him, viz. "Beautiful Isle of Somewhere". This is but one instance of many which might be cited.

Dealer Co-operation

But it is in the direction of dealer co-operation that the Musical Merchandise Sales Company has made the greatest strides. Not for a moment is a Brunswick dealer kept in the dark as to present and future Brunswick publicity plans. When an advertisement is scheduled to appear in the magazines or in the newspapers, he hears about it in trenchant style. Exact impressions of magazine advertisements are run off in the original colors—when colors are used—and on the back of the sheet will be listed the periodicals in which that particular advertisement is to appear, together with the circulation of each. Or perhaps the back of the sheet will be used for a sales talk showing the dealer the particular selling points upon which he should lay stress, in following up enquiries resulting from the advertisement reproduced. There is always some aid placed in the dealer's hands in connection with each advertisement used which will help him to cash in on the advertising. *Every advertisement does double duty.*

The advertising department furnishes each salesman with a bound volume containing samples of all booklets, folders, proofs of advertisements gotten up for use in local newspapers, proofs of all national advertising, and reproductions of all other kinds of dealer helps. With these supplied in such compact form, the salesman is able to give the dealer an unusually strong ocular (and verbal) demonstration of the way the company is prepared to back up the dealer's personal sales efforts. Even though the latter may have received samples of these helps from time to time as issued, the combined demonstration is very impressive.

A word more as to dealer helps: A comprehensive selection of advertisements for local dealer use is at the disposal of every dealer gratis. In this series are included two mortised cuts in each of which twelve different pieces of body matter may be placed, affording the dealer the opportunity of using several advertisements without the necessity of keeping a number of plates on hand. This is a popular feature.

Movie slides are also supplied free, and an enclosure of some kind is placed in every letter to each dealer. This also helps to keep the latter posted as to recent additions to the selling helps. One of the most useful little folders is one giving complete instructions regarding the giving of demonstrations to customers. It features clearly the important selling points, shows how to bring these out to the best advantage, and even suggests records especially suitable for demonstrating purposes. These records are of every make, showing the versatility of the Brunswick, because of the patented 3-in-1 "Ultona" tone reproducer. Colored magazine advertisements are also neatly framed and sent to the most aggressive dealers throughout the country.

Just here a bit of experience may be recorded which will prove interesting to other advertisers who are struggling with this question of dealer co-operation. Mr. Trestrail states that it has proven very difficult to persuade many dealers to take advantage of plates or mats always at their disposal for use in their local newspapers. It has been found that in most cases the dealers are not willing to pay for inserting copy regularly. Nor is the most intelligent use always made of the material provided. Several advertisements may be run in one week, and none for a fortnight thereafter, and so on. Therefore, it has been found best, in many cases, for the company to supervise the advertising in the local newspapers, inserting the dealer's name in each advertisement.

What the Brunswick Method of Reproduction Means to You
BRIEFLY, it brings two great exclusive features.
First, the Ultona, a new conception for playing all records at their best. Just a turn of the hand means the correct position on the record, the proper diaphragm and needle for every make.
Second, the All-Wood Tone Amplifier built-up on the violin principle.
Tones hitherto lost are brought out in rich clarity by these exclusive Brunswick features.
Hear The Brunswick before you buy or even make a tentative decision. Doing so will not place you under the slightest obligation.
Stanley's Brunswick Shop
241 Yonge Street.
The Brunswick

Another local newspaper advertisement for dealers.

In this connection, it is worth noting that every large advertisement in the metropolitan dailies contains the names of the Brunswick dealers in the Province listed at the bottom of the advertisement. This has proven a popular feature with dealers everywhere. Smaller advertisements contain the names of dealers in the district surrounding the town or city in which the advertisement appears.

Strong Sales Letters

But the linking-up process outlined above, complete as it appears, does not stop there. Being a late arrival in the phonograph field, the Brunswick Phonograph distributors found that exclusive agencies were, in most cases, out of the question. Frequently, therefore, a dealer will be found selling two or more different makes of phonographs. The distributor who shows the greatest inclination to help the dealer make sales, and who keeps closest to the latter, will assure himself of steadily increasing sales. In addition to the above methods of keeping close to the dealer who handles the Brunswick Phonograph, the latter is made the recipient of sales letters, sent out systematically, which get right down to brass tacks. They talk to the dealer in much the same man-to-man fashion as does the efficient salesman. Note the straight-from-the-shoulder talk in the following letter:

THE 1920 PHONOGRAPH
"ALL PHONOGRAPHS IN ONE"

—that's the heading of the large 5 column ad attached which will appear in all the larger daily newspapers from coast to coast during the month of January. Many of these dailies go into your territory.

You will be interested in this ad because it embodies the three main exclusive features which other phonographs do not possess—they are the Sales Clinchers for you.

First: Notice how we lay stress on the weight adjustment in the arm in addition to our other two big features, also we mention that complete needle

equipment is included with each phonograph. These are points that you should always be sure to mention in your demonstration, for, while they may appear trivial to you they are selling features which all other phonographs do not provide.

Second: Also, be sure to always call attention to the benefit of the "collar" nut screw which we use for playing Hill & Dale jewel point records, instead of having to use the set screw, which is intended for only steel needle records and will sometimes produce a blast when a jewel point is used in the set screw socket. The collar nut holds this point firm all around it instead of only in two places.

We will continue advertising in a large way for you in the daily newspapers in addition to our regular magazine advertising. Full page ads in the *Saturday Evening Post* will appear in every issue next month of this magazine which has over 100,000 circulation in Canada.

Assuring you of our continued consistency in advertising the Brunswick for you, and with best wishes for increased sales in 1920.

Again note the definite suggestion regarding the use of envelope stuffers which is the "milk in the cocoanut" in the letter reproduced below;

Are you aware of the fact that a three-cent stamp will carry more than a letter or statement to your customers? You can enclose attractive circulars which will advertise you as the Brunswick Dealer, without any extra cost.

Every single night you are overlooking one of the best channels to new business, and increased profits, by not enclosing literature of the All-Record Brunswick in all your mail.

And here's a set of attention-compelling folders, just the kind of enclosures you've been waiting for, attractive, neat, well printed and a handy pocket size. In addition to this, you can use these enclosed folders in form letters to your phonograph prospects.

These folders will bring you returns, if you will get them out into the hands of your prospects, and not let them gather dust around your store.

It's a simple matter to slip one of these in each of your envelopes going out at night. There is space on the back for your name.

They're expensive, but free to you. All we ask is that you use them to your benefit, where they will bring you the greatest returns.

These folders are on the way to you. Have your name printed or stamped on the bottom of the last page at once.

You'll increase your business in 1919 by proper distribution of these handy business increasers.

Start using them TO-NIGHT.

Yours for direct-by-mail co-operation.

This kind of human heart-to-heart talk is full of pithy suggestions, and free from the "bunk" which the dealer has learned to look for in so many of the boosting letters he receives from manufacturers. Such letters have made the Brunswick Phonograph many warm friends among phonograph retailers all over the country. This particular department is given close attention by Mr. Trestrail, who seems to have a genius for putting his ideas in a way that gets across with retailers throughout the country—probably because the "bunk" *is* squeezed out, and helpful information given in tabloid doses, easy to follow successfully. It would be hard to overestimate the importance of a continued series of such letters sent at short intervals, not only to dealers handling the Brunswick Phonograph, but to prospective agents as well—each class being handled as circumstances dictate. The same timeliness so characteristic of the general advertising, is also apparent in the letters.

It is the old story of the successful offensive all over again. Behind every successful drive in the recent war was first the comprehensive plan carefully figured out to the minutest detail. Then followed action according to plan. The use of heavy artillery was followed up closely by the in-fighting. There are too many manufacturers to-day trying to beat the game by getting into grips with sales and competitive difficulties without first using the heavy artillery of publicity to make the personal saleswork easier and more effective. Such a course imposes too great a handicap on both sales manager and salesman.

It costs money to throw away high explosives, but it was most efficient in the long run. It takes courage to carry out a great publicity effort all along a wide business front such as Canada possesses. However, the ample success which has attended the comparatively recent efforts of the Musical Merchandise Sales Company in sending the Brunswick phonograph "over the top," is sufficient proof that such a policy is the only policy really effective in a big and lasting way under modern competitive conditions.

* * *

THE SELLING POWER IN PAPER

Who would send a salesman out shabbily clad? or unshaven? Yet either is just as sensible as sending out a piece of advertising not properly dressed. Often times paper speaks louder than words. A prize article at the recent Direct-Mail Convention.

By Amos Parrish, Jr.
Advertising Manager, William Taylor & Sons, Cleveland, O.

PHRENOLOGISTS will tell you that a bump here or a flattening there or a hollow spot some other place on your head will indicate whether you should be a bank president or a barber. And sometimes the bump-readers are right. And sometimes they are wrong, as a city directory will agree.

Tailors will tell you that the clothes make the man. And sometimes they are right. And sometimes they are wrong, as any stage-hand will agree.

The girl at a serve-self restaurant who takes the scores of eatables on your tray as you pass will tell you that, judging from the tray's burden alone, she can inform you to a well-done steak exactly your disposition. Sometimes the lady is right. Sometimes she is wrong, as divorce records testify.

No, you can't always tell what's inside a grip from the outside, but there is one thing you generally can tell and that is—

You can tell the "pep" and the power and the things behind a piece of direct mail, house organ or business letter advertising by the paper that advertising is printed on.

Let's look this paper job squarely in the eye. Let's admit its importance Let's give paper a chance to help put our advertising where we want it. Let's consider—

The Paper Sense

To what sense does Direct Mail Advertising appeal? "The sense of seeing," you answer. Right. But wrong! That's just part of the sense appeal. You forget old Mr. Feeling Sense, exactly as important as any seeing sense that ever went under eyebrows.

Take yourself back to this morning's mail. There's a pile of it this morning. Busy day, too. Here's a letter from the Jones Company. Wonder who they are. You tear open the envelope. And something down in your fingers tells your thinker, "Cheap, cheap, cheap."

You're half sold against that something inside the envelope before that something is half-way out.

"The booklet is just as bad as the envelope," your fingers keep talking.

Your seeing sense is forced to agree.

"Your Kind of Inks," say your eyes.

"Bunk!" answers your fingers.

"They can't be my kind of inks. They're sleazy and shoddy and run down at the heel just like this paper is."

"Ouch!" says the wastebasket, "not so rough up there."

* * *

"This isn't bad," say your eyes as they choose another letter from the heap.

"And not so good, either," say your fingers. "It's just average and anything I hate is the ordinary."

"The Writer Typewriter," says the type to your eyes.

"Is an ordinary typewriter," says the paper to your fingers.

"I haven't time for the ordinary," says your head.

"Say, up there, be careful," hollers the wastebasket.

* * *

"There's strength here," say your fingers as they lift a dignified-looking envelope.

"You're right," agree the eyes.

"Doesn't tear easy," say the fingers.

"Investments that are secure," say your eyes.

"And a company that is strong," say your fingers. "A company that will stand behind you. Turn over that page, brothers, and give the eyes a chance to know more about this strength. I'm sold right now. Here are your securities, boss. The paper says so and paper never lies."

And fingers know what they are talking about. Paper does tell the truth. And it tells startling truths, too.

The Voice of Paper

Paper tells in an undownable voice the real story of the advertiser. It tells he is careless. It tells he is careful. It tells he is ignorant. It tells he is canny. It says in just as loud and lasting a voice as the type the things behind the scenes.

Yes, paper is the secret service man sent to your desk, advertising man, to find out all about you. Once outside your door he shouts to his chief—the world—your real story. And he is ever heard.

Use a Paper Mirror

Ever see a millinery department in a department store without many mirrors. Never. Ever buy a hat for yourself without looking to see whether it looked like you? Never. No more should the live advertiser—the advertiser who is in this great advertising game to get the most out of it by putting the most into it—no more should he think of putting out a single piece of advertising without holding the paper of that message up to a mirror of the prospective customer's paper sense.

And paper can be such a wonder if given the chance. Paper, by being right, to the feel, can hitch up with the rightness of the message as it appeals to the eye and make up a team that can pull orders and pull them double quick. And the pull up the selling-grade with the right paper for the right message is a steady, even and speedy pull that knows no backsliding.

A Heavyweight Job

You can't put over an eighty-pound job with a sixty-pound paper. Ever see the paper used by the B—— truck advertising? Big and strong and truck-like it is. It helps get you into a truck state of mind. It tells of the long, hard drives through sand and mud ruts. It tells of the great force behind that B—— pull. The writer has no more chance of buying a truck than buying a crown, but if he had he'd feel dead sure that if the B—— truck is as strong as its paper, that truck would get a load there and bring another back.

Paper Owns Power!

Paper is the background. Ask a painter. He'll tell you a sooty background can't tell the story of a bright day. Paper is the backbone. It must be the nerve center of the advertising system. Paper is the backing. Without good paper, without paper telling the story you want it to tell and telling it the way you want it told, your message has nothing to hold it up. Proper paper is surely an advertising prop.

Paper is the atmosphere. If Belasco were an advertising man, he'd buy good paper, for Belasco knows that human beings like beautiful things—like beautiful atmosphere.

Yes, paper texture is an important thing in an advertiser's life. Paper is the setting. It is the drawing-room of beauty or the parlor of gaudiness and harshness. Yes, paper color is an important thing in an advertiser's life.

Paper is the mountain path of beauty or the mountain crag of severity. It is the fertile soil of the garden or the barren soil of the desert. A great paper company can play all the notes and tones on the scale of harmony if given a chance to show its wares.

About a Meal Ticket

No, you never saw a person tear up his meal-ticket because he didn't like the paper it was printed on. But you have seen meal-tickets torn up by persons who couldn't be sold the big and powerful and ever-paying idea that a direct mail advertisement is just as strong or just as weak as its paper.

Who has ever sent his salesman out wearing a blue shirt and overalls? Who has asked his salesman not to shave for a couple of days before he goes after a big order? Either is just as sensible as asking a piece of direct mail advertising—your salesman—to go out and get business for you without being properly clothed in paper. Yes, good paper for advertising is good clothes for advertising. And it's just as big a job to know paper for an advertiser as it is for him to know his product and the way to get his message over in words. The paper is the music of those words. If there is a false note it is often the paper's fault. Oftentimes paper speaks louder than words—always it speaks just as loud.

And It's True, Too, of—

And what is true of the bigness of paper in direct mail advertising is surely just as true in house organs and business letters. A house organ selling the heart-beat of a business as it does, must be properly dressed in paper that is in tune with that business and the rhythm of that heart-beat.

"Give us a chance," say the half-tones of the men, let's say, who captain rival ball teams in your shop. "We want to show the fellow-workers of our owners who we are."

Yes, let's give the half-tones a chance because the mother of Mary Jane—Mary Jane who is the daughter of the foreman in Division A—wants Mary's picture printed so she can sell the woman next door the big idea that your plant is the best place to work in in the world. And good paper will help the half-tones do their job well.

And Letterheads

Here is a letter that comes on—let's be "big leaguers" and say—"Eagle A" Coupon Bond. This letter makes you feel as if the president of something big and strong and trustworthy is going to take you into his confidence and ask you to be on his board of directors. This letter makes you feel as though you were eating off the new White House china.

This letter is a "big league" letter paper. And it tells a "big league" message in a "big league" way. And the result of that paper's realness takes care of itself. You'll be sold all right, if there is any chance in the world.

Yes, letterheads every one of them—cheap, ordinary, and excellent—tell their story and your story before a word of your printed message is

(Continued on page 223)

MORE SALES TO MERCHANTS BY MAIL

3. Return Postals—Envelopes, Etc.

Uses of post cards, and other enclosures, in getting the name on the dotted line. Kinds of cards that pull best results. Stamped cards vs. unstamped. Value of good envelopes. Continuing the series of articles.

Written for Marketing by William A. Hersey
Manager Mail Sales, Ingersoll Watches

THE value of return cards is so well known, that it seems hardly necessary to mention that they play a highly important part in many direct-mail campaigns and in mail order selling.

In all the circulars we send out, we enclose post cards, unless for some reason or other a post card is impractical. In such cases we enclose order blanks. It has been our experience, that when a post card can be used, it will pull bigger returns than an order blank, even though a return envelope is enclosed with the order blank.

I might also mention that with all envelope stuffers we send out that play up for an order, we enclose post cards. Some time ago we made a test and sent out 5,000 envelope stuffers, featuring a certain model, with which a post card was not enclosed, and one month later 5,000 more of the same envelope stuffers with which a post card was enclosed, were sent out. The returns from those with which the post card was enclosed were ever so much greater than those without the post cards. These envelope stuffers were enclosed in the regular outgoing mail such as statements, acknowledgments, orders, etc.

Then another very valuable use of post cards is in checking up the names on our house organ and to keep up a live interest in it. In certain seasons we enclose a post card asking the dealer to let us know whether or not he wants us to continue sending our magazine to him. And we also ask him to print his name and address. In that way we are able to check up our mailing lists and also keep up an interest in the magazine.

Then at the same time every issue of the house organ that goes out has a regular post card enclosed, so that the dealer can order any stock he may need, or items which are featured in our house organ.

Several Other Uses of Post Cards

What we consider to be one of the most important uses of a post card is that it enables us to accurately check up the returns on our mailings. The cards sent out with each mailing are keyed so that we can accurately check up the returns on each circular or letter sent out. In that way we can test many different phases of direct advertising and ascertain which pulls the biggest returns. The color of the stock we use for post cards and the methods of printing them are changed every time, so as to enable the girls who keep our records to know which mailing the card is from. The point is, if you use a manilla post card or some other color every time, and merely put a number in the corner it is necessary for the girls keeping the records to separate them by key numbers before making up their records. This is quite a difficult problem when mailings as heavy as ours are.

Concerns who sell their products to retail merchants make very good use of post cards by enclosing a perforated sheet of them, or several loose ones, with every catalogue or price list they send out. This enables the dealer to have several cards on hand and is a convenient way to send in his orders.

Some concerns who publish expensive catalogues and circulars ask the recipients to fill in the name and address of the person to whom the catalogue is to be sent. In that way a great waste of expensive literature is eliminated.

Mail order houses who issue general catalogues and also issue quite a number of special ones, always enclose a sheet of post cards with the general catalogues, so that the customer can order any one of the special catalogues that they may want.

POST CARD
Sears, Roebuck and Co.
Chicago, Ill.
Put a Cross in the square indicating catalog you want
Honor Bilt Modern Homes
Book of Barns
Mill Work Catalog
These books show you how to save money on buildings
Write your name and address here

Showing both sides of a return card printed in three colors and used in getting inquiries for building materials catalogs.

Making The Card Produce Bigger Returns

The main object of enclosing a return card is to make it easy for the prospect to order or to reply to your offer. The advertiser should strive to make his return card just as strong in selling value as possible, as well as making it convenient for the prospect to reply.

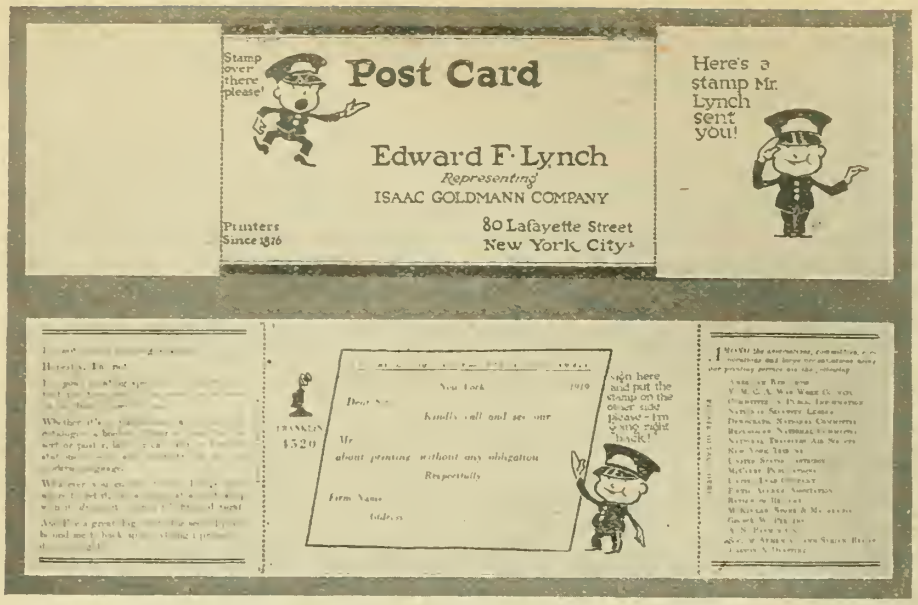
Generally speaking, we have found that cards printed in two colors will pull bigger returns than those printed in one color. On most cards we send out, that is in general circulars, we either put a flap on or imprint an illustration on front of the card suggesting that the card be mailed without delay. We have found that these little reminders help a great deal to increase returns. Book companies and magazine publishers reproduce an illustration of the product on the back of the book or magazine showing what the prospect is to send for. I have been told by several publishers that this helps them to considerably increase their returns.

We have tested cards set in typewriter type as compared to others set in regular type. When a proposition is semi-personal in nature, or when we want it to appear that the mailing is to a small and selected list, we have found that the cards set in typewriter type will produce larger returns.

A Few Points To Remember When Planning Post Cards

One of the most essential points to bear in mind when planning your post card is to make it easy for your prospect to understand what he is going to get. This is an important feature.

If you are selling a selected assortment of merchandise as we do, for in most our circulars we play up a special assortment of watches, be sure that that assortment is listed on the card and do not say—"Please send me assortment A, B, C, or D." If you are offering your dealer display material with a certain amount of goods be sure to put that on your card. Some of these points may seem trivial to some advertising men, but yet they


Post Card
Edward F. Lynch
Representing
ISAAC GOLDMANN COMPANY
Printers
Since 1876
80 Lafayette Street
New York City
Here's a stamp Mr. Lynch sent you!
Kindly call and see our
about printing without any obligation
Respectfully
Sign here and put the stamp on the other side because - I'm going right back!

The outer flaps folded in—one of them carried the prospects address. When flaps were torn off a reply card was left. Many novel combinations of folders with reply postals are possible.

materially affect the percentage of returns.

It is just as important to be careful how you enclose your card as it is to carefully plan the card.

Always enclose the card so that your prospect can see it the minute he opens your letter or circular. That is one advantage of having the card printed in several colors—colors always attract attention.

In some lines of business such as insurance it is necessary to ask for information of a confidential nature. Most folks hesitate to sign their names to a card of this kind. A method to use in handling this situation is to have the return cards numbered and a record kept of these numbers and to whom they were sent so that the recipient need only mail the card, his number identifying him.

Stamped Cards vs. Unstamped

My experience in the use of stamped post cards vs. unstamped cards is that in the majority of instances it is not worth the extra expense of stamping the card. For instance, it costs $10.00 or $20.00 extra a thousand to stamp the cards, figuring on the basis of $20.00 a thousand, and if business were to cost 5%, then it would mean that the $20.00 invested would have to bring $400.00 extra business for each circular sent out. Generally speaking, our experience has been that it does not.

However, there are some instances where it is advisable to stamp the card. For instance, when you are asking the prospect for certain information. He is practically doing you a favor and therefore you are obligated to put the return postage on the card. But in selling a proposition, I believe, if your proposition is not strong enough to put it across, a stamp will not help any.

Then, in regard to using Government post cards vs. stamped cards:

My experience has been that a stamped card will bring a bigger percentage of replies than a Government card. Quite frequently we have used mailings to a selected list when we wanted to get returns—instead of putting a stamp on the post card, we clipped the stamp to the letter, and put a P.S. on the letter, asking the prospect to use that stamp. This is much more effective than putting a stamp on the card.

While most people know where to attach a stamp to a post card, and what kind of a stamp to attach, it is advisable to have space marked off, on the address side of the card for the stamp. Frequently you will see cards read—"Please put stamp here" or "Put one or two cent stamp here."

I have found that changing this to "One cent well spent" or it will be two cents in Canada, helps increase the returns.

Making The Envelope pull Bigger Returns

The main function of an envelope is to get your letters and circulars to your prospects in good condition. But yet, if you will watch your mail for a week or so, I am sure that you will be surprised what a large number of expensive circulars you receive in shoddy envelopes.

The difference between the price of a good envelope and a poor one is so very small, that it is a wonder that more concerns do not use better envelopes. Envelopes at $4.00 a thousand cost two-fifths of a cent each. Isn't it worth one-fifth of a cent more to insure having your mail get to your prospect in good order?

And then the appearance of the envelope. Isn't the first requisite of a salesman or advertisement to attract attention? And if direct by mail literature has to act as your salesman, is it not essential that the envelope, the clothing worn by your representative, attracts favorable attention?

Very few advertising men would think of sending out a broadside without having some attractive illustration on the front page, and also something or other on the back of it to attract attention. Yet, many of these same men will not put anything on their envelope, except a return card. The envelope generally paves the way for what is inside of it. Sometimes we use illustrations on the outside to attract attention and to make the dealer want to open it. At other times, we will use illustrations, printing or copy to put the dealer in a certain frame of mind. Just what to put on your envelopes depends entirely on your proposition. But it certainly is a phase of direct advertising that is worth studying.

For but a few cents more per thou-

"I'LL SAVE YOU MONEY IF YOU'LL SEND ME BACK"
Drop Me In The Box
Mail This Today Every Day Counts
Mail This Card Today- and Get Showcase FREE

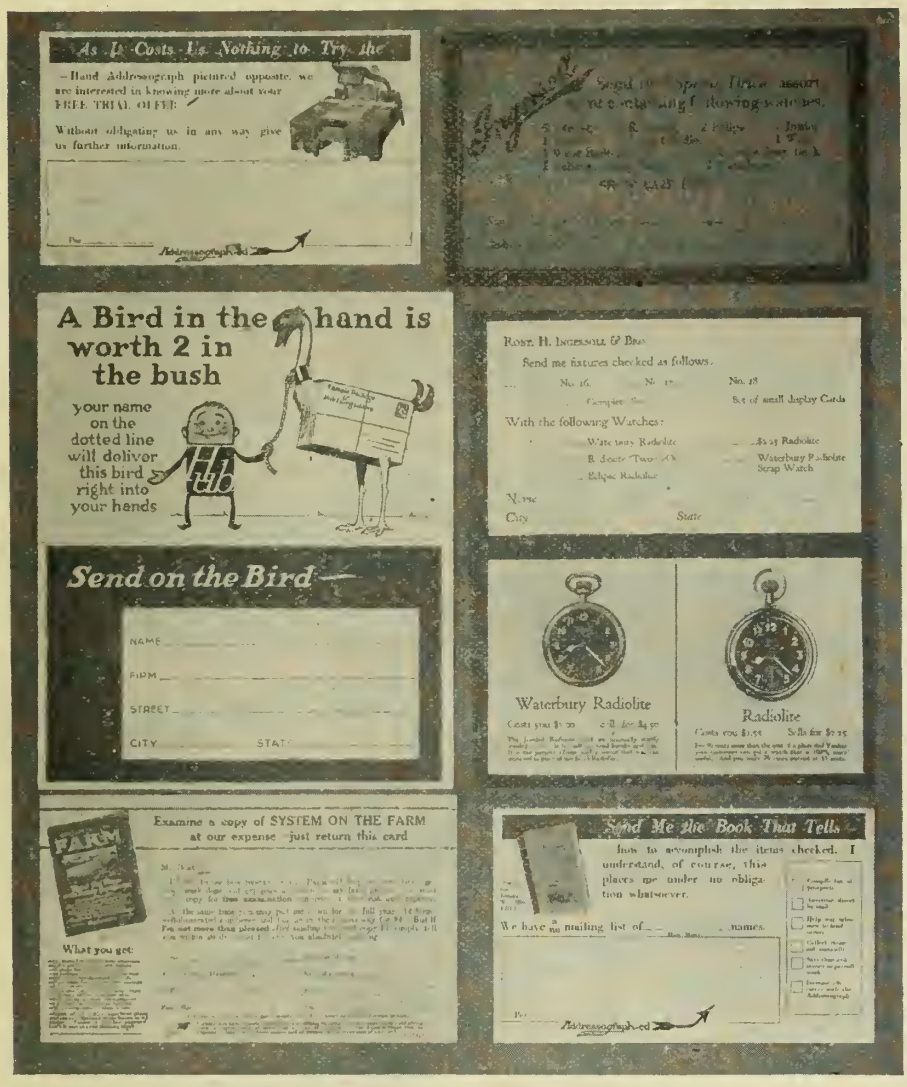
The address side of four action getting reply postals. That in the lower right hand corner carries a flap urging action, which is supposed to be torn off.

sand you can make your envelopes real attention getters. Of course, it means work to plan them, but it is worth it.

It is the habit of many men when opening their mail, to place the envelope down, and right there, if you have a little attractive advertising on the back of it, it is bound to more or less influence the reader.

Then, taking up a little different angle of this envelope question—namely—the size to use. Usually, we find that the number 9 envelopes will pull better than a number 6 size. I suppose this is because they stand out more in the mail.

Then, in regard to the use of window envelopes compared to a regular envelope. We have made several tests on mailings by having a certain number of letters filled in and mailed in window envelopes. Then, another part of the mailing was sent out in regular envelopes addressed and, instead of having the letters filled in, we would use a heading across the top. In nearly every case, the letters that were mailed in addressed envelopes pulled a bigger percentage of replies than those mailed in window envelopes. This, of course, applies only to circular matter, as we use window envelopes for practically all of our general mail.


As It Costs Us Nothing to Try the
A Bird in the hand is worth 2 in the bush
your name on the dotted line will deliver this bird right into your hands
Send on the Bird
NAME
FIRM
STREET
CITY
STATE
Examine a copy of SYSTEM ON THE FARM at our expense just return this card
What you get
Send Me the Book That Tells
how to accomplish the items checked. I understand, of course, this places me under no obligation whatsoever.
Waterbury Radiolite
Radiolite

Showing the " business " side of a variety of return postals. Those in the middle are double or fold postals. All have firm address on the reverse side.

* * *

At a recent meeting of the Stratford Canadian Club, Chas. Dingman, business manager of the Stratford *Herald*, was elected President of the Club for the ensuing year. At the same meeting a resolution was passed calling on the Dominion Government to bar the Hearst newspapers from Canada, as they are "a disturbing factor between two friendly nations."

It is reported that a new arrangement has been made by which the bulk of paper supplies for the Winnipeg dailies will come from Eastern sources, which will obviate the necessity of running occasional "ad-less' editions in future—a condition of affairs caused by the acute paper shortage which was chronic in Winnipeg during the past month or two.

Why this Concern Advertises

The following advertisement, taken from a recent issue of *Hardware and Metal*, shows as true an appreciation of the part advertising plays in merchandising any article, as anything which has appeared in this connection in a long time. It can be read with a great deal of profit by the type of business executive—by no means few in number—who think that a dollar spent in advertising to-day, should bring back ten dollars in the mail next week, in such a manner that advertising can be positively credited with the business. Needless to say, this is a very narrow view to take of the real function of advertising, and the executive who takes such a view would be better advised to stay out of the advertising field altogether. It is refreshing to see an advertiser who knows what advertising will do for him—and by implication, what it will not do. Probably this explains why the Western Clock Co., is such a big advertiser. This advertisement will well repay careful study:—

"Dealers often ask why we advertise when we can't make Westclox fast enough to supply the demand.

"There's a sound business reason that answers this question; and it's a reason that comes very close to your own pocket-book, too.

"Westclox advertising to-day doesn't take the part of a salesman out trying to close the order immediately. Rather it is building for the future.

"Most of the clocks you sell so easily to-day are selling as a result of advertising that we have done during the past years; not during the past month.

"Advertising works slowly. It tells its story, leaves the right impression about the product and the manufacturer of that product. Very rarely, perhaps, does it send the customer directly into your store on the same day he reads the advertisement.

"So, to-day we are building sales for the future, and maybe you'll want them much more sometime in the future than to-day.

"Remember, too, that the public forgets very quickly. People must be kept reminded. If you, for instance, had your store open only every other week, or every third week, you'd soon find your customers going elsewhere.

"That, then, is the job for our advertising: to insure business for the future. Business for you and business for us—for we both expect to be in business for a good long time to come."

WESTERN CLOCK CO.
MAKERS OF WESTCLOX
La Salle and Peru, Ill., U.S.A.

* * *

The *Nor'-West Farmer* has issued a special 16-page bulletin featuring that publication's service to its readers in many different departments.

* * *

"*A Few Facts*" is the title of a handsome litte colored booklet laying stress on 30 striking facts in connection with The Imperial Life Assurance Company. This booklet is from the presses of Rous & Mann, Limited, Toronto.

"SAVE THE SURFACE" SCORES SUCCESS

Advertising property preservation increases market for paint and varnish

HOW to make the Canadian public appreciate the immense waste and property deterioriation suffered every year through lack of paint and varnish protection, was the problem that confronted all paint and varnish manufacturers in this country after the signing of the armistice. That there had been a deplorable neglect of property during the years of war was conceded by everyone. The problem was how to show the public the false economy of leaving property unprotected—to educate them in the preservation as well as the decorative qualities of paint and varnish. And so it was that the Canadian "Save the Surface" advertising campaign came into being, under the auspices of the Canadian Paint, Oil and Varnish Association.

A survey of the Canadian "Save the Surface" campaign during 1919 discloses many interesting features. When the campaign was inaugurated in the spring of last year it was decided to co-ordinate it with that being run by the Paint & Varnish manufacturers in the United States, and the now widely known slogan "Save the Surface and You Save All" was adopted. Attractive advertisements with copy and illustrations based always on the protective rather than the decorative value of paint and varnish, were prepared and used in a large list of dailies, farm papers, and magazines. Statistical data played no small part in the message which these advertisements carried to the public. The destruction of property, which could have been prevented by the regular use of paint and varnish, was shown to be almost unbelievable—greater in fact, than the entire damage per annum caused by fire and other property destroying agents.

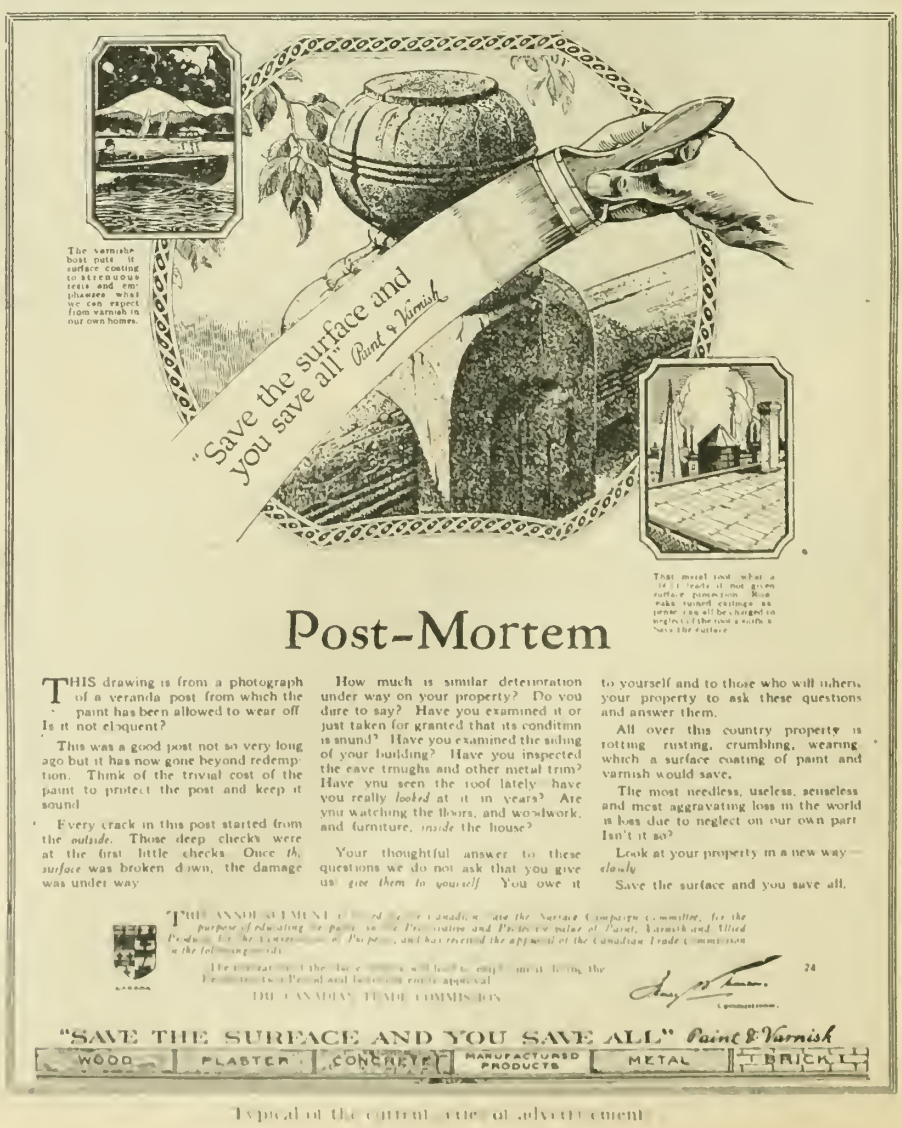
The copy in these advertisements made an unusually strong appeal to the inherent thrift of the Canadian people. "Examine your property" said the copy in theme, "Any waste through lack of surface protection is unnecessary waste." Damage has to start at the surface. If the surface is undamaged the property lasts—repair bills are avoided—money is saved. Your barns, home, farm machinery, implements, floors—everything with a surface needs surface protection. Without it decay and ruin are inevitable. "Therefore Save the Surface — Paint and Varnish."

Arguments appealing so strongly to common sense were certain to produce results. That results have already been accomplished is indicated by a increased demand for paint and varnish and allied products throughout the country, and as the campaign will continue over a further period of four years, there is little doubt but that the market will be very substantially enlarged and the appearance of Canadian homes and other property wonderfully improved.

The campaign has been planned on a very high plane, all attempts to feature individual firms or products being scrupulously avoided. The whole aim has been to direct public attention to its surfaces and educate them on the necessity for protection. Even the name of the Association has been subordinated so that all earmarks of commercialism have been almost entirely eliminated. In appearance it resembles a national welfare campaign and this is the spirit in which it was conceived and is being carried out.

Through the use of publications with large urban circulations the "Save the Surface" message reaches the town property owner and dweller who perhaps takes a greater natural pride in the appearance of his property, but who, constantly expecting a drop in labour and paint costs, has formed the habit of procrastination no less than his rural brothers. The sound and logical arguments contained in all "Save the Surface" advertisements have done a great deal towards awakening town dwellers to the importance of property preservation and the futility and danger of delay.

A special series of advertisements addressed to the farming community have been equally effective. Through agricultural periodicals men and women of our rural centres are


"Save the surface and you save all" Paint & Varnish
Post-Mortem
THIS drawing is from a photograph of a veranda post from which the paint has been allowed to wear off. Is it not eloquent?
This was a good post not so very long ago but it has now gone beyond redemption. Think of the trivial cost of the paint to protect the post and keep it sound.
Every crack in this post started from the outside. Those deep checks were at the first little checks. Once the surface was broken down, the damage was under way.
How much is similar deterioration under way on your property? Do you dare to say? Have you examined it or just taken for granted that its condition is sound? Have you examined the siding of your building? Have you inspected the eave troughs and other metal trim? Have you seen the roof lately—have you really looked at it in years? Are you watching the floors, and woodwork, and furniture, inside the house?
Your thoughtful answer to these questions we do not ask that you give us; give them to yourself. You owe it to yourself and to those who will inherit your property to ask these questions and answer them.
All over this country property is rotting, rusting, crumbling, wearing which a surface coating of paint and varnish would save.
The most needless, useless, senseless and most aggravating loss in the world is loss due to neglect on our own part. Isn't it so?
Look at your property in a new way—closely.
Save the surface and you save all.
"SAVE THE SURFACE AND YOU SAVE ALL" Paint & Varnish
WOOD
PLASTER
CONCRETE
MANUFACTURED PRODUCTS
METAL
BRICK

Typical of the current style of advertisement

commencing to realize the necessity of paint protection for their homes, barns and machinery. Their hitherto indifference to property preservation is being supplanted by a desire to "Paint UP." This new interest is confirmed by paint dealers of the smaller villages and towns who report a noticeable increase in business.

The "Save the Surface" campaign committee is a strong one consisting of Mr. George Henderson of Messrs. Brandram-Henderson Ltd. as chairman, Mr. R. C. Misson of Sherwin-Williams Co. of Canada Ltd., A. T. Black of Martin-Senour Co. Ltd., John Irwin of McArthur Irwin Ltd. and H. E. Mihell of The Imperial Varnish & Color Co. Ltd. In view of the success attending the campaign during 1919 they have decided to extend it over a period of five years. The number of publications carrying copy has been greatly increased, and extensive plans are in course of preparation for widening the campaign influence during this and the succeeding years.

This campaign, more perhaps than any other is an interesting example of the power of co-operative advertising in educating the people in one of the first principles of economics—the mischief of neglect and the wisdom of preservation. The Montreal Office of McConnell & Fergusson is handling and placing the campaign.

♣ ♣ ♣

Warns Agents of Dangers Some Seem Not to See

Toronto GLOBE, like Marketing, astonished that some advertising agents seem willing that their recommendations should be subject to Murray's approval. Incredible indifference to a scheme which threatens agents' status

IT is plain that the full import of Murray's scheme is not realized by some advertising agency executives. They do not seem to comprehend that by whatever degree he might succeed, by that much he tears down the fabric of independence, intelligence and experience which Canadian advertising agencies have built up. MARKETING has referred to this fact in connection with its comment on Murray's proposals in this issue. So important does it seem to the management of The Globe, Toronto, that it has addressed to them an open letter "On Some Noteworthy Features of the So-Called Murray Scheme", a copy of which reaches MARKETING just as we go to press. Because of the importance we attach to this phase of the question The Globe's letter, by permission, is reprinted in full herewith.

The "Murray plan" for making selections of advertising mediums on behalf of Canadian manufacturers has some noteworthy features in addition to the project of dictating editorial opinion through the advertising departments of the newspapers.

Regarding this proposed dictation, *The Globe* has expressed itself, and in the future will continue to express itself, in its editorial columns, where public matters at all times are discussed without fear or favor. It might be reiterated here, however, that in so far as newspapers fail to possess and retain the esteem of their readers their value as advertising mediums declines; and unless the great bulk of the daily newspaper press of Canada is free to serve its readers, daily newspaper advertising will recede from its present strong position, with a corresponding diminution in its value—and *a like diminution in your revenues.*

But between the present and the time when G. M. Murray could possibly attain the position of dictating the course of any considerable section of Canadian general advertisers a number of things will happen. As his scheme grows in strength your position with your clients will weaken. A considerable function of an advertising agency is to give accurate and disinterested intelligence to the advertiser as to his choice of mediums. That is one of his duties—to the advertiser and to the publisher. The revenue of the advertising agency includes payment for this service, and if this service is to be performed by Mr. Murray it is safe to assume that soon the advertiser will decide that Mr. Murray *shall share with you in the spread between what the advertiser pays for his space and the publisher gets.*

But before this unhappy condition overtakes you—that is, on the assumption that the Murray scheme will win—several other stages will be gone through. You will continue to make your estimates as usual, based upon your experience, knowledge of advertising values, and the facts concerning different mediums, but if Mr. Murray also is going to be of service to the advertiser in the way he hopes, your plans will be subject always to his amendment or approval. I am not sure you will relish travelling up to the ninth floor of the C.P.R. Building to secure his O.K. on all your schedules before you put them in hand.

My reason for addressing you is that, from information which comes to us (and there are many sources for it, which, unlike Mr. Murray's plan, shall remain secret), some agency representatives mutely raise their hands when the Murray plan is mentioned by advertisers, while others actually pet that rattlesnake instead of reaching for the nearest club. It is plain that the full import of the scheme (if successful) is not plain to such agency men. It is plain they do not comprehend that Mr. Murray's success means *tearing down the fabric of independence, intelligence and experience which the Canadian advertising agencies have built up*, and which alone has made that field of endeavor attractive and remunerative to so many good business men.

Speaking for *The Globe*, we feel that every advertiser is within his rights in exercising full and complete freedom in spending his advertising appropriation where he likes. He is responsible only to his associates or his shareholders.

In this respect the advertiser differs from the advertising agent, who is presumed to act solely upon expert knowledge and experience, and with perfect independence in the selection of mediums, if he is going to perform his functions with intelligence and sincerity.

It will be noted from the plan, which was published over Mr. Murray's name in last month's MARKETING, that he artfully classes the publications which have "played up the menace of Bolshevism" with those which would do away with tariff altogether, and those which seek relief for the people from some features of the tariff which have proved burdensome.

On the other side, Mr. Murray attempts to line up, with an equal degree of dexterity, the "manufacturers, banks, insurance companies, wholesalers and brokers of Canada."

It is needless to say to you that few papers have combatted the so-called "menace of Bolshevism" *so courageously or effectively as The Globe*, and further, that this paper has never sought to make commercial gain out of its attitude or actions in this regard.

This paper has no quarrel with the "manufacturers, banks, insurance companies, wholesalers and brokers of Canada."

So far as the banks, insurance companies, wholesalers and brokers of Canada are concerned, in a strictly commercial way, you may be reminded that *The Globe* transacts with them each year perhaps a larger advertising business than any other publication in the country.

With the manufacturers as a class *The Globe* assuredly has no quarrel. *It has declared over and over again that free trade is an impracticable thing in Canadian politics—that a considerable portion of the national revenue must be raised from customs taxation, and that inevitably there will be incidental protection in the raising of this revenue.*

The Globe does object to, and it will continue to object to, the action of either individual manufacturers or classes of manufacturers united in combinations, which by reason of the shelter provided by the tariff, obtain undue profits, and thus prejudice the whole manufacturing industry in the eyes of those who purchase home manufactures—as well as in the eyes of a large proportion of those engaged in competive manufacturing. *The Globe* believes that *manufacturers who are content with a legitimate profit, would do well to join publicly in these protests*, and thus in a measure satisfy the desires of those with more radical ideas of tariff reform.

The success or failure of the "Murray scheme" will not cause The *Globe* to alter its course. This paper will not

(*Continued on page 221*)

FIXED RESALE PRICE POLICY ATTACKED

Refusal of wholesalers and retailers to handle lines sold to price cutters under investigation by Board of Commerce. Wholesaler's and small retailer's economic necessity attacked. Status of chain, department and co-operative stores as wholesale buyers may be defined. Evidence so far taken inconclusive.

CANADIAN business men of all classes have been following with keen interest the Board of Commerce investigation into the alleged combine of wholesalers in Hamilton. This is not due so much to the immediate object of the investigation—which was to find out whether the wholesale grocers of Hamilton or the Ontario Association were a combine in restraint of trade to the detriment of consumers. It is rather because of the feeling that in the course of the investigation points would be brought up which will have a bearing on many of the problems of distribution which have been agitating business men for years. and which are still the subject of keen controversy.

Here are a few of them:—

Is it expedient or ethical for the manufacturer to fix the resale price from wholesaler to retailer? What economic status has the wholesaler? Is the small retail store an economic necessity? What about the department store or the chain store, or a body of retailers or consumers such as the York Trading Company or the United Farmers' Co-operative Company? Have such organizations the right to secure their merchandise direct from the manufacturer at the jobber's discount, thus gaining a great advantage over the small individual retailer? What of the vexed question of fixing the re-sale price to the consumer? Practically all these points except the last were discussed at considerable length, and a brief summary of the course of the investigation as regards these is given in the following paragraphs. The inquiry is by no means completed, and is to convene again in Toronto and Ottawa.

The Commissioners made it plain that they would make a definite ruling on only one point, viz., as to whether or not there existed a combine among the wholesale growers of Hamilton, in restraint of trade. But it is quite apparent that the definition of a wholesale "grocer" and the right of a manufacturer to fix resale prices to the retailer, has much to do with the question of what constitutes a combine in restraint of trade. It is anticipated that the Commissioners will make statements, based on the evidence submitted, as to what may be considered business ethics in connection with these, and other points brought up in the inquiry.

The advantages or disadvantages of the resale price figured prominently in most of the discussions. As remarked by Commissioner O'Connor the resale price was in the forefront of the whole enquiry. At the present time, a large number of manufacturers do not fix a resale price on their goods, although many of them have suggested a price which the trade is expected to observe. Some manufacturers have contracts which the wholesaler must sign before he can purchase goods, said contracts stipulating that discount is only allowed provided prices to the retail trade are not cut. In this connection a peculiar attitude of mind on the part of the counsel for the Attorney-General's Department of Ontario was observed—an attitude which brought him into frequent opposition of opinion with Commissioner O'Connor. The former contended that a combine in restraint of trade existed wherever there was a fixed resale price, *no matter how little profit the manufacturer made by such an arrangement.* The latter contended that the real point at issue was whether the resale price was *fair* and not extortionate, pointing out that the Supreme Court of the United States has declared that a combine is not necessarily a bad thing because it *is* a combine. One case of a fixed price article was noted where the price had remained the same for 30 years until the war intervened.

It was brought out by several witnesses that fixed resale prices to the retailer prevent slaughtering of goods and losses to manufacturer, wholesaler and retailer, which eventually must be paid for by the public. As Mr. O'Connor aptly put this, "If a firm goes out of business by failure to make a profit, and owes $50,000, that money is not lost. It is paid. Those who lose must add it to their costs later on, and the public pays just the same." It was stated by one witness that fixing of resale price made for stability of demand, which was welcomed by both wholesaler and retailer, and which eventually worked out to the benefit of the public. With this statement there seemed to be general agreement. The general impression regarding this question of resale price is that the Board of Commerce will likely allow manufacturers this right, but that contracts of this nature must be submitted to it for approval.

A wholesaler was defined as a merchant who takes into stock all kinds of products, afterwards redistributing them to the retail trade. A manufacturer's agent or commission merchant, on the other hand, takes into stock merely a few lines, selling most of his goods on a commission or brokerage basis without actually *handling* them. It was brought out in an investigation that the wholesale merchant was considered an economic necessity. Selling through the wholesale trade cuts down the cost of book keeping, freight and distribution, also travellers' expense. The opinion was expressed by one important witness that many lines of goods reached the consumer more cheaply through the wholesaler than if sold direct to the retailer. In many cases where retailers are small and widely scattered, selling direct would involve prohibitive distribution expense, which the consumer would eventually have to bear. Therefore the service the wholesale merchant performed as well as the quantity bought warranted favored price treatment by the manufacturer.

But right here another knotty point arises. The question of "quantity price" provided the stumbling-block. The wholesale merchant naturally receives this; he then resells to the smaller retailer. But should the matter of quantity *alone* be the deciding factor in allowing discount? The department store, which distributes under one roof, the chain store, which is practically the same thing as the department store, except that it distributes under many roofs, and the co-operative association, usually receive the jobber's discount, because their buying is centralized, therefore in quantity. Yet all these organizations perform the same work as the little corner retail store. The latter cannot compete on a price basis, and the tendency in the cities is toward the gradual forcing out of business of the little retailer.

Yet in the smaller centres of population at least, the latter is

(*Continued on page 200*)

BUSINESS MANAGEMENT

COMMENT AND SUGGESTION ON PROBLEMS OF PRODUCTION, FINANCE AND SALES; INVOLVING PRINCIPLES AS WELL AS METHODS

Edited by E. ST. ELMO LEWIS, 347 Fifth Avenue, New York, U.S.A.

ALL COMMUNICATIONS RELATIVE TO THIS DEPARTMENT SHOULD BE ADDRESSED TO MR. LEWIS. PLEASE USE YOUR BUSINESS LETTER-HEAD. COMMENT ON ANY PHASE OF THE SUBJECTS TREATED IN THIS DEPARTMENT SOLICITED FROM READERS

A NOTE ON INDUSTRIAL DEMOCRACY

Business Rests Upon Principles and Personality. Because Man is the First Principle of Business

True business economy is to use men's brains, energy, time, at the highest pitch of usefulness; i.e.—doing the right thing at the right time in the right way ALL THE TIME.

* * *

THE other day I was coming in on the 8:25 from Glen Ridge, New Jersey, and I sat down beside a friend of mine who was one of the foremost production engineers in the country—one of those engineers who have really increased production. We fell to talking about the labor situation, government taxes, financial situation, and all the other things that men talk about nowadays, when he remarked:—

"I see in The *New York Tribune* this morning that another big organization is going on a profit sharing basis. You know, Lewis, I'm radical on some of these things. It is a good sign to see profit sharing coming around. It means that the owners of business have commenced to realize that labor is going to have a share in the profit side of business and is going to have a good effect on labor, but after all, it means that capital and labor are simply getting together and dividing the profits. Labor says 'Capital, here you fellows up front there, you're making too much profit from us, we believe you're entitled to your money, to control profits for your management, but we don't think that there has been a quite fair division on the labor side, because we contribute management too, and if you want us put our minds on the job and really help you make this business a success, you've got to give us a 'finger in the profit pie.'" Though Capital fought it off for a good many years, as Labor got stronger, Labor has forced the hand. Now Capital is coming across with the profit sharing proposition, but in the meantime what's happened? Prices have gone up. In other words, the dear Public, for whom all this business exists, and which protects business through laws, police powers, is not going to get any part of this. It will probably face increased costs, because Capital and Labor both want a nice, juicy profit. The next great step is going to come when the Public enters to demand its share. The Public is going to say to Labor and Capital, "We want you, Labor, to get a fair wage and a premium put upon your thinking about your job and helping to cut costs, to get greater production for the same money; and we want you, Capital, to get a fair interest on your money, we want your managers to get a share of the profits in a compensation that will put a premium on their giving the best that they've got to the business, and to the production and distribution of goods, which we, the Public, want to buy and to pay for; we want the business to be solvent, and we want both of you, Labor and Capital, to do the right thing at the right time in the right way *all* the time, in order that you will get the greatest amount of production of the best quality, at the lowest possible cost, so as you can sell it at the lowest possible price. If you do that, we, the Public, who support the scientific schools and the technical colleges and the laboratories of experiment, so that we may train you technically and scientifically to do the right thing at the right time and in the right way *all* the time we'll give you laws that will insure that everybody that owes you any thing will pay his debt in so far as may be, we'll give you police protection that will insure you the right to work, provided you work in the right way, which means doing the right thing in the right way at the right time *all* the time, for the greatest good of the greatest number, but *we are going to share in these benefits too.*

AND THE PUBLIC

"All misdirected effort is simply lost, it must be borne either by the employer or employee."—*H. L. Gantt.*

Just as no man lives unto himself alone—no man can be a success in this world unless he has others to help him, and the public to help him, and everybody that helps a man to succeed or a business to succeed, or a product to come on the market and stay there, has a right to a share in the benefit. The greatest good to the greatest number lies in this fundamental law—the greatest production of the best quality of a given product, at the least

SOME PLAIN TALK ON "PULL"

"It is all well enough to talk of advancing solely on merit; but I have yet to discover how an employer can ferret out merit unless its possessor shows it in some way. Faithful, plodding service is admirable, and it brings its faithful, plodding reward. But unless he is a stupid employer he infinitely prefers the bright, active spirits who are willing to take any chance, and who express dissatisfaction with their present condition and salary, not by mere grumbling, but by scheming and planning to make themselves more valuable.

"So there really is a great deal to this matter of pull; the trouble comes in defining what "pull" is. It is a perfectly legitimate favoritism, if caused by a special mental alertness on the part of the person who is supposed to have the pull. It is not legitimate if founded on the boss's personal fancy of anything that comes under the general head of "boot-licking."

Edward A. Filene, Filene Stores, Boston, Mass.

possible price, in order to insure that the greatest possible number of people have the opportunity to share in the benefits.

That was a long step in advance of the present. It opened up a wide vista of possibilities and speculations.

It reflected the thinking of pioneers; it is a true reflection of the tendencies of the times.

* * *

As I thought about it after my engineering friend left me there came vividly to my mind the picture of a thin, wiry, nervous man with a lined and furrowed face who, about eight years ago, came into my office in Detroit and suggested that he would like to see our General Manager. He told me he had an idea in the handling of factory labor that he thought would produce an increase in factory production, lower costs, and eliminate many of the causes of discontent that culminate frequently in strikes, and walk-outs.

I listened, and like a great many men of the times shook my head and smiled in a knowing way and said—My dear Mr. Leitch, you are away ahead of the times. I don't think you will ever get anywhere with a doctrine of that kind in these practical money-grubbing days." But I was wrong.

John Leitch saw our manager and that's all he did do. The manager smiled tolerantly, politely said he was very much interested and would think over it, and then proceeded to forget all about it in trying to think out how he could cut the cost of the product.

John Leitch went his way with his vision. The other night I sat in the City Club of New York among an audience of some 125 executives, educators, employment managers, labor leaders, and public men, and I listened to this same John Leitch tell the story of what had happened in the intervening nine years in the application of his theory of industrial democracy.

There had been a dramatic change in the mind and heart of the Public. I, too, had had a change of mind and heart, I had looked a little deeper, I had seen a little farther, I had felt the pull of the tide, I had gone up to the top of the mountain for a bird's eye view of the entire industrial business, commercial and social process. Dimly I had commenced to realize that fundamentally the whole labor problem is economic, and economics are psychological, which is the real science of life; that there is a great partnership here, that of Labor, Capital, Management, and Society. In a more intimate contact with business affairs, I realized that in the vast majority of institutions only a partial partnership was recognized, only a part of these four units were working together for the common good, Labor had worked for Labor. Capital had worked for Capital. Management had worked for Capital. Society had endeavored, in its blundering way to do something for all four and in the main had done more for the three than any of the three had done for Society.

This grew out of necessity.

The machinery of their co-operation had been designed in selfishness, and operated by selfish ignorance.

As I sat there in the City Club that night, I realized that this man with his message was helping to clarify the situation, he had readjusted the machine, that he was in serving society bringing Labor and Capital together.

I felt something of his spirit, grasped something of his idea, for I realized that through the disappointments and triumphs of his experience, he had seen through the fog of doubts that Vision of service to society. He had put all of his powers, his faith, and his will into that purpose.

John Leitch was coming into his own.

* * *

Briefly, this is John Leitch's philosophy.

That business must be founded upon Justice, Co-operation, Economy, Energy, and Service: "They are of first and vital importance, not only to each human life as an individual but to each and every institution, whether commercial or otherwise."

These are of the very essence of that efficiency about which I have

EVERYBODY MUST SELL TO SUCCEED.

"Salesmanship, the effort to sell and the act of selling, should constitute the permeating spirit of the business, the vital force in each point of the star. Salesmanship does not mean merely outside selling. There is both outside and inside salesmanship in every successful business organization. By inside salesmanship I mean salesmanship practised by every man in the organization in selling his ideas and his efforts to benefit the business. The shop workman, the clerks in the office, everybody and anybody connected with the business should be a salesman, helping in every way he can to make it a success." *Norval A. Hawkins, formerly Commercial Sales Manager, Ford Motor Company, U.S.A.*

talked for ten years. They are at the very root of the work, which Taylor, Gantt, Emerson, Koeppel, and all the rest of those pioneers among the engineering minds who have done so much to increase the productive power of America.

I see in John Leitch's philosophy, something which has been lacking in much of the work of the efficiency engineers. The efficiency organizations have given too much attention to the mechanics of making things, John Leitch has preached the philosophy that first you must make men right, then the making of things right follows as the day follows the night.

All straight thinking men will join in that fundamental principle.

* * *

We must have a mechanism, a system, by which they may be accomplished.

Leitch suggests and has successfully operated in several small as well as large plants, over a period of the last seven or eight years, and longer, the following system:—

A cabinet which consists of the executive administrative officers of the business.

A Senate which consists of the Factory Foremen.

A House of Representatives which consists of elected delegates from the different departments of the plant, generally one to twenty or twenty-five employees; each of these delegates must be an American citizen.

The operation of the plan in so far as it affects the human factors in their relation to each other, their relation to the company, is in the hands of this organization.

Here comes one of the fundamental principles, the economic law at work. The plant must have an accurate cost system, because the cost of doing the thing bears a relation to its value to society and to the business and to these workers. The administrative officials say to the employees: "Here is the cost of the commodities or operations produced in your department; here's what it costs at the present time for you to do the thing that you are doing. In order for you to make more money it will be necessary to lower these costs. Here is a living wage, a fair wage, if you put your brains and wills to work you can lower these costs. We will divide the savings with you, giving you the right to buy an interest in the conduct of your department. We will show you how to do these things, and you will show us how to do them better, and we will put the common knowledge together for our common benefit."

This in its skeleton is the economic law and the system by which it is applied.

Every step and every move of the company in its relation to its employees and their relation to each other is governed by the five fundamental principles. *Justice* to the company, justice to the men, justice between each employee in his relation to the other. *Co-operation* among all for the purpose of making every job better and the result better. *Economy* of time, material, money in order to insure the greatest good to all. *Energy* of mind and heart and soul and body applied to the job, usefully, productively, at its highest potential. *Service* in quality and quantity, the fundamental of faith and confidence in the eternal law—that service to institution and society is the highest form of self interest.

* * *

The next step will be, as production increases, and cost decreases, under such an arrangement, society shall share in the benefits through lowered prices, and neither Labor nor Management nor Capital shall be the sole beneficiaries of the gains in efficiency.

Henry Ford has seen that as a stabilizer of demand equally as important as stabilizing production.

It seems to me that here lies a workable solution of many of our economic, industrial and social problems of the day.

What organization will have the faith, the vision and the courage to preach this doctrine throughout the nation?—*E. St. Elmo Lewis.*

WHAT AN ADVERTISING AGENT SHOULD KNOW.

Now, an advertising agent, or an advertising organization, should be familiar with the ins and outs of the businesses whose advertising it handles. If not familiar, it should be able to study that business and grasp its needs. It should know methods of production and distribution, it should know markets and possible markets, and on that knowledge it should prescribe advertising to fit the case.

There should be no room in the advertising profession for the man or organization that is willing simply to get an order or to handle an appropriation.—*Thomas E. Wilson, President of Wilson & Company, Chicago.*

Old Principles---New Policies

I ran across, while unpacking a box of books the other day, a copy of Ida Tarbell's "*History of the Standard Oil Company.*" I sat back in a comfortable arm-chair and conned its dog-eared, pencil marked pages—after fifteen years, for an hour or two.

How the old viewpoints have changed.

Here, on the theme page, is a sentence taken from the younger Rockefeller's speech before the students of Brown University:

"The American Beauty Rose can be produced in its splendor and fragrance only by sacrificing the early buds which grow up around it."

I venture to say that Mr. Rockefeller wouldn't make that statement now. He would be more public conscious—more tactful and considerate. His logic is impeccable from the standpoint of the law of survival of the fittest to serve; but—and here lies the larger law—even Nietzsche recognizes it in his ruthless quest of power—if you would lead you must learn to cater, to develop your leadership in sympathetic approval of the masses.

This history that Miss Tarbell wrote in the heat of the great trust battles of a decade ago, is vital and provocative even in this day.

The efficiency of organization which made the Standard Oil the great institution it is, is just as true, and new and invariable as it was then. The history might be read by the student of organization and management today, as in 1904.

That efficiency was founded on fundamental principles, and these never change throughout the years, but the policies by which they are applied change with the days. For that reason the Standard Oil Company is a different institution, as far as public is concerned, to-day. Its policies have changed—its principles are the same.

Retail Merchants Help Mightily In Building Up Sales

HVAE the Ontario retail merchants any reason to be more interested in selling YOUR goods than other products of the same kind? What would it be worth if you could secure their co-operation in pushing your product?

How much more would your daily newspaper advertising be worth if the dealers in Toronto and throughout the Province were keen in taking care of the "consumer demand" your advertising creates.

You—or manufacturers like you—have spent much money to tell the dealer about your goods and selling plans. You have sent him costly "dealer helps." Why? Because you believe the retail salesman who knows most about the goods and the way they should be sold is the best salesman.

There is one daily newspaper (and only one)—The GLOBE—which provides this retail merchants' service for its advertisers without cost or fee.

EVERY dot on the map on the opposite page represents ten families. They are all readers of The GLOBE—and The GLOBE is *always first* in the homes it enters.

The map enables you to vizualize where The GLOBE goes to each day. Think for yourself of the tremendous market these "Globe" homes represent.

Think of the number of retail stores it takes to supply them, and of what it would be worth to you to have these "Globe" families demanding *your* goods, and these retail merchants *actively* pushing them. This advertisement tells you how it can be done.

The RETAIL MERCHANTS GLOBE

Has opened a new channel to the favor of the Ontario Retail Trade

How the R.M.G. gives Super-Service to GLOBE Advertisers

ALL daily newspaper advertisers profit by the work of The Retail Merchants Globe in its advertising of "the advertised brand" among the retailers.

All GLOBE advertisers secure a peculiar benefit because of the association between The Globe and The Retail Merchants Globe.

Many GLOBE advertisers have secured a still greater benefit by the articles printed in The Retail Merchants Globe about their goods, their manufacturing and distributing plans—and their advertising campaigns. This service is given without charge. If you wish to have the attention of the retail trade concentrated on your product in this way, we shall be glad to hear from you.

The GLOBE creates the "consumer demand." The Retail Merchants Globe secures "dealer action." Together they have no rival in the Toronto and Ontario newspaper field.

IT has smashed down antagonisms and stimulated listless neutrality into real, active interest. It has given money-value service to many Globe advertisers.

The Retail Merchants Globe is a retailer's newspaper, edited for its readers, who are five thousand of the leading merchants in Toronto and the Ontario trading territory. It gives all the live news of the retail business, more completely and more in detail than any other publication.

It has its own corps of correspondents for news and special contributors of articles on various phases of business. Wm. H. Hersey, advertising manager of the Ingersoll Watch Co., was a recent contributor of an article written specially for The Retail Merchants Globe.

A successful effort has been made to quicken the interest of the retailers in their own business; to broaden their outlook and to remind them that constantly changing conditions mean constant attention to developments if success is to be maintained.

Turnover is the important thing to the retailer—and speedy turnover, at a profit, leads directly to pushing the brand for which the manufacturer already has created a market by daily newspaper advertising.

The complete story of The Retail Merchants Globe—how it has attained a paid circulation of nearly two thousand—what the merchants throughout the Province think of it and how it has served many advertisers—may be obtained from the publisher. It will be interesting to you if the Ontario merchant distributes your goods.

The Globe

Member Audit Bureau of Circulations

TORONTO

Circulation of THE GLOBE by Counties

Algoma	416
Brant	1912
Bruce	2028
Carleton	338
Dufferin	526
Dundas	243
Durham	1498
Elgin	702
Essex	807
Rainy River	46
Frontenac	823
Glengarry and Stormont	114
Grenville	245
Grey	2426
Haldimand	1138
Halton	1537
Hastings	1644
Huron	2051
Kent	1117
Lambton	1154
Lanark	469
Leeds	686
Lennox and Addington	636
Lincoln	2624
Middlesex	1482
Muskoka	1164
Nipissing	861
Norfolk	1056
Northumberland	1285
Ontario	2315
Oxford	1984
Parry Sound	750
Peel	1156
Perth	1924
Peterboro	1224
Kenora	225
Prescott	36
Prince Edward	960
Renfrew	262
Russell	20
Simcoe	4183
Temiskaming	439
Victoria and Haliburton	1204
Waterloo	2969
Welland	2805
Wellington	2972
Wentworth	3921
Toronto and York County	25,195

ONTARIO—The most populous, the most prosperous and the most profitable market in all Canada.

Compact Circulation STATEMENT

Total in Ontario	85,571
Total in other Provinces	1,442
Total Foreign	1,710
Grand Total (January)	88,723
February Averaged	**89,018**

The Globe

TORONTO

The Predominating Medium in Ontario

The Globe's covering of the Toronto and Ontario field is visualized by the dots on this map. Each dot represents ten subscribers. Actual figures are printed above.

The map shows that ***The Globe's*** circulation is thickest in the best counties of Ontario—the counties of greatest production in manufactures, and with the most intensive agricultural and fruit-growing cultivation.

Not one of The Globe's readers has ever received a premium for subscribing to The Globe. No morning paper in Canada which has not used premiums to secure its circulation has ever attained one half The Globe's present figures. No other morning paper in Canada, even with premiums, approaches The Globe in circulation by many thousands daily.

Copies of this map may be procured by writing the publisher.

Getting Back at Your Critics

Every now and then some newspaper hard up for an issue to engage the public attention, "goes after" some public official, or it selects something like the milk supply, the packers or the ice man, and proceeds to "show them up" with all the half-truths of sensationalism. The milkman sometimes tries to come back in interviews, but more often says nothing, considering the attacks as "all a part of the game."

When some man smarting under the frequent injustice of these attacks tries to answer, he is at a disadvantage from the start, because he is not a writer, he does not have a prepared defence, and generally he makes a mess of it. For some time the New York papers have had a stock subject with which they could be sure to ring the bell at any time they were hard up for something to show their interest in the "public welfare"—the city's milk supply. Among the large purveyors of milk in Greater New York is the Sheffield Farms Company. It, among others has been frequently attacked.

The other day Loton Horton, the Sheffield Farms Company's president, came back.

He put punch into what he said. He wrote out of his sense of unfair treatment.

He didn't mince words.

Herewith I reproduce the first of his series of paid advertisements. About a dozen have appeared and they are all written in the same straight-from-the-shoulder style, personal and intimate. They have attracted wide attention and have done a great deal to educate public opinion. Even the casual reader will notice the wide difference between "what Horton says" and the usual lawyer-like, dry-as-dust, inhuman, denatured pronouncements issued by large corporations under similar circumstances.—*E. St. E. L.*

* * *

I've got one thing against some writers of books who take up so much time telling people they should not read about doing things, but do them. Why don't they stop writing and give us a chance?

Three men are cutting stone up yonder in the Cathedral grounds. "What are you doing, No. 1?" "I am working for $6.75 a day." "What are you doing, No. 2?" "I am squaring this stone." "What are you doing, No. 3?" "I am helping to build *that*," and this worker, with mind reaching out beyond his toil, and with a noble spirit of partnership with the best, points proudly up to the great unfinished Cathedral on the hill. — *Literary Digest.*

* * *

What Horton Says—

I AM weary of being called a crook and a thief—a baby killer—a man without a conscience, who laughs while the cradle is being robbed and underfed women are going to their graves.

It is strange that an American citizen in America, should be compelled to submit to long and persistent attacks of this kind by privileged critics who can't be held to account for what they say and do.

Yet that is exactly the situation and my only redress would seem to be through the use of my own voice.

If I am a bad milkman, guilty of the frightful crimes and brutal atrocities with which I am charged, why don't the authorities indict me, try me, convict me, and put me in jail, where such evil creatures as they say I am ought to be?

Why all the noise? Why so little action? I have never fled to Canada or Mexico—I am here today as I was here yesterday, and I intend to stay here tomorrow, working honestly according to my lights while the politicians and scribes continue their assaults.

I am here. It is time they all took note of the fact. It is time to stop trying me in the newspapers.

In the first place, they complain of the dreadful character of the milk service and the profiteering that hides behind it.

They know that that service has been developed under the eyes of the law and not only have I been encouraged to develop it, but I have been helped to develop it by the leading health authorities, who understand the intimate relation between the milk supply and the health of the community.

Furthermore, they know that the elements of duplication which they charge against me never could be remedied because the law, and I believe a wise law, forbade it. Had I combined with my competitors to bring about certain so-called savings they would have brought conspiracy charges against me long ago.

Not I alone, but the law-makers and public officials have helped to build this business, and it is time the consumer should know it.

It is time they should learn a lot of truth that my critics deliberately ignore when kicking their milk ball around.

Is it possible that New York doesn't know that for the benefit of those who don't demand personal service at the very door of their homes while the rest of the city is asleep, I operate 181 stores, where fresh pure milk is sold at retail at 14 cents a quart?

Why don't the professional critics and political tricksters state these facts when they seek to "enlighten" the "victims" of a "milk trust" that doesn't exist and that they know doesn't exist? I intend telling some milk truths in the public press and to show the city that I have served it, and served it well, even when distressed and discouraged by the blackguardism I have had to submit to.

What I shall say the officials already know, the expert accountants already know, the squads and squads of investigators already know. I challenge them to refute a word of it.

LOTON HORTON, President

SHEFFIELD FARMS COMPANY
New York

The American Business Man's Attitude Towards His Business

Some time ago I was talking to a French business man who had been in this country for several years and was about to return to France. I asked him what were the differences between European business methods and business men and American business methods and American business men. He told me many very interesting things—not the least interesting was his observation of the attitude of the American business man toward his own business:—

> "In France we go into business for life," he said. "We desire to found a business that shall be handed down to our sons, will become the dowry of our daughters. In America you seem to go into a business like you make a pair of shoes or devise a new machine for the purpose of selling it. Of course, this does not lead to permanency. You do not seem to be willing to spend any money for day after to-morrow. There is a lack of foresighted planning. You want to make a big showing to-day in order that you may sell out to-morrow. I believe this to be one of the evils from which your business is suffering, the reason why so many of your business concerns have such shallow rootage, why so many of them fail, why there are so few concerns that live from generation to generation. Is this not so?"

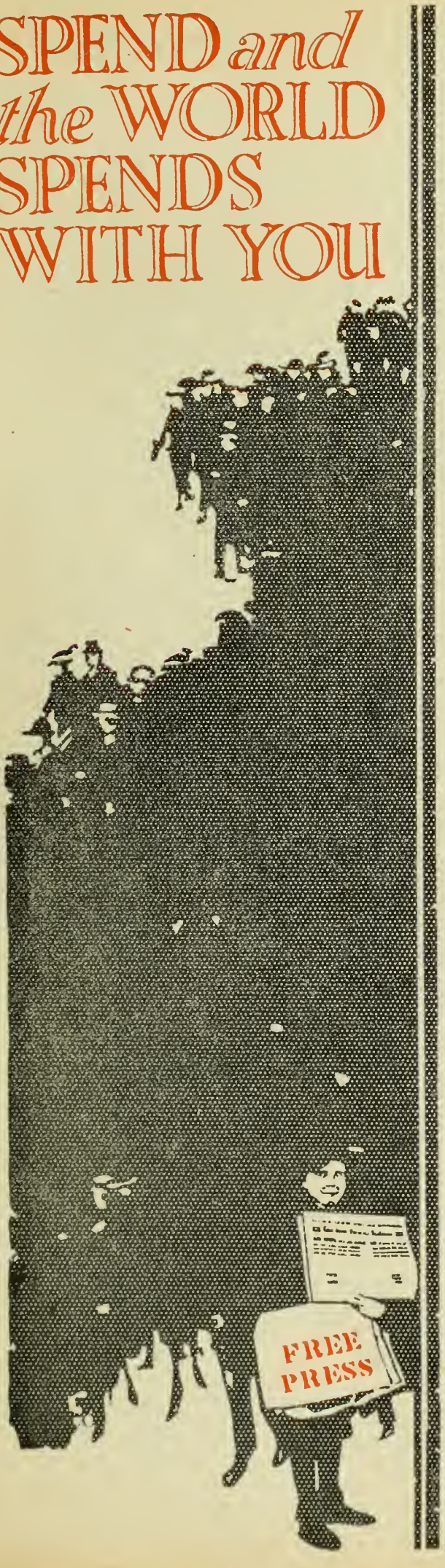
* * *

Think what a chance the Chautauque Institution has had to develop its courses among the masses. But its advertising has remained the same as it was in 1900—not a new idea in all that time. It seems so pathetic that an institution capable of so much of use to the world could remain untouched by the great advance in advertising. It needs a $20,000 merchandise manager.

* * *

Mr. John A. MacLaren to be General Advertising Manager, succeeding Mr. P. W. Graham who has resigned. For the past year Mr. MacLaren has Company in Toronto and Western Ontario.

SPEND *and the* WORLD SPENDS WITH YOU



All the world over folks will spend money for goods on which money has been spent in advertising. The ratio is pretty constant almost everywhere. Certain territories are a little harder to sell, and a little costlier, than others. Some mediums do not sell as fast or as cheaply as others.

The Winnipeg Territory is sold easily because it is prosperous. It can be sold cheaply because one paper—*The Winnipeg Free Press*—can do most of the selling in its field. Window displays and the recommendations of dealers based on a campaign in *The Free Press* will do the rest.

Ask any western dealer!

Show them a year's advertising planned for *The Free Press* and they will know you mean business Try to get a big order with a little campaign and you will fall down Plan a schedule of good-sized copy, inject a little western atmosphere, show the dealer insertion dates covering twelve months or more, and you will get the sort of orders you are looking for in the Winnipeg Territory

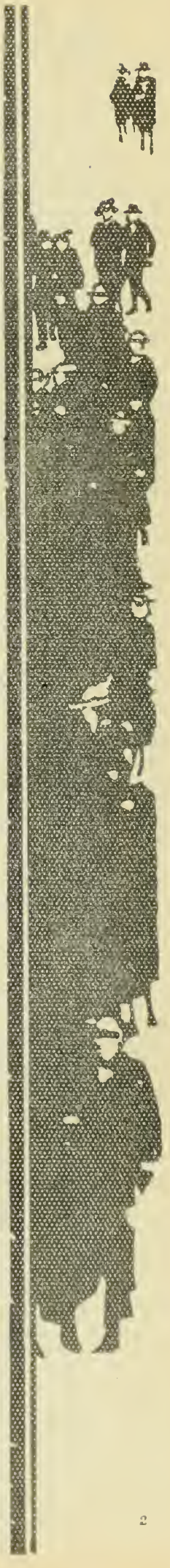
Spend and Western Canadians will spend with you They will spend more dollars for every one you spend than will the average consumer anywhere They are well-to-do, and they believe in *The Free Press*

Write for a copy of "The Manitoba Market," an analysis of the merchandising possibilities in this territory

Winnipeg Free Press

ASK ANY ADVERTISING AGENCY

EASTERN REPRESENTATIVE
EDGAR J. GUY
302 ROYAL BANK BUILDING, TORONTO



HOW NORVAL HAWKINS MADE AND MET A MARKET FOR FORD CARS

I have known Norval A. Hawkins for twenty-five years. He started as an accountant and through that met Henry Ford when Ford was just getting started in the factory on Piquette Avenue, Detroit. He showed Ford the value of averages—the laws of mathematics applied to production. Ford bought Hawkins away from a lucrative accounting practice. He made him commercial sales manager and paid him to "keep the factory oversold."

Hawkins never failed. The selling history of the Ford car is the most phenomonal record of achievement the American business world has ever seen.

Hawkins is a genius. Linked to an uncanny intuition for the fundamental, a chilled steel nerve, a lightning decision, a tremendous mental energy, and a calm analysis, he has a sympathy for his fellow man that has made him the big brother of hundreds. These qualities make him a leader of men. He saw the Ford car go from a thousand a month to three thousand a day. He worked it all without fuss, fury or flute. He was always a year ahead of his job. He had one objective—to keep the factory building more factories. He never failed. With a single sheet of statistics to guide policies and decisions, he made automobile history. He got enough.

Recently he resigned—he had finished that job. He turned to another one, helping the world to do some things better some men to grow bigger, and to look after his personal affairs that have grown too large to be given the odd hours of another man's day.

The following is a typical analysis—made in a speech before the Adcraft Club of Detroit.

E. St. Elmo Lewis.

The study of distribution is the study of placing what you have where it is wanted; also the study of what is wanted and of where and when wants can be created so that what you will have can be placed. Often it is more necessary to make than to wake a market. The market must both be made and met. Distribution covers both problems.

Making the market (getting orders) involves three steps:

1. Planning
   - A. What amounts of orders are desired and when.
   - B. How to get them.
2. Representing
   - A. By advertisements.
   - B. By salesmen.
   - C. By correspondence.
3. Closing sales
   - A. By salesmen.
   - B. By correspondence.

Meeting the market (filling orders) involves four steps: Packing, routing, following through to arrival by traffic men, after service (to insure permanent satisfaction).

There are four factors in distribution: What is to be moved. Whither it is to be moved. How it is to be moved. Guarantee of the future.

What is to be moved is the goods. This involves consideration of the factors of quality, bulk, and perishability.

The second factor of distribution, whither the goods are to be moved, involves a special consideration of the demand.

A. The demand may be existing, and can be increased or regulated,
   - a. By advertising (paid, or publicity, or premiums)
   - b. By salesmen (order seekers, visiting salesmen)
   - c. By correspondence.

B. It may be necessary to create the demand, which involves,
   - a. Where and how consciousness of a need for the goods can best be aroused.
   - b. Planning for advertising and salesmen of the type adapted to create the special demand desired in accordance with the plan of production and the need the product can fill.

C. The kind or classes of people who will demand the product and service must be studied.
   - a. Where and in what number they live.
   - b. What classes and territories shall be selected as most profitable—(for example, those in big cities, or smaller towns, or in the country).

D. Competition will affect the demand. Demand will be influenced largely, whatever the competition, by the service given and by deliveries.

E. Many demands are seasonal. It is necessary therefore to study:
   - a. The frequency of demand, especially whether single or repeat orders are to be expected.
   - b. The elasticity of demand. Can a steady demand, continually growing by built up? Is demand very sensitive to trade conditions?

The third factor of distribution, how the goods are to be moved, involves methods of actual distribution to meet demand most effectively.

A. To whom are sales to be made?
   - a. Direct to consumer, through—
     1. Mail orders,
     2. Canvassers,
     3. Salesmen.
   - b. Through middlemen—
     1. Wholesaler,
     2. Broker or brokerage association,
     3. Jobber,
     4. Retailer,
     5. Producers' association,
     6. Chain stores,
     7. Subsidiary companies,
     8. Agents.
   - c. By a combination of direct and indirect selling.

B. Deliveries can be made by means of:
   - a. Existing methods (taking into consideration quality, speed, cost.)

Carriers:
horses, trucks, freight (RR), freight (boat), express, parcel post, messenger boys, merchants' delivery.

Routes:
paved roads, country roads, railroads, lakes, rivers, canals.

Handling:
number of times handled, handlers in whose employ.
   - b. Individual methods to be evolved:
     1. Special devices, such as the Standard Oil Company pipe lines, or the Ford Motor Company assembly plants.
     2. Private carriers, such as a chain of traffic men along railroad lines, boats owned by the company, and individual system.
     3. By leasing right to use the product, as show machinery or slot machines are leased, or as Pullman cars are supplied to railroads.

The fourth factor of distribution is the guarantee of the future. This comprises especially all the elements of service, during and after the sale. Service may be defined as everything, outside of supplying the product itself, which the distributor does to continue and increase the purchasers'

(*Continued on page 222*)

"I don't always agree with it, but it sure is the liveliest paper in Toronto. It never "pussyfoots" on a public issue. It has the courage of its convictions—

and ————————————

as far as I'm concerned, it brings home the bacon—that's all I care about."

Thus spoke an advertiser in giving us his renewal contract for the Toronto Daily Star.

It's alive—every page of it; that explains why it is so profitable to the advertiser

An average of

94,298

people buy

The Toronto Daily Star

Every night.

Rate 13c. a line on 5,000 agate line contracts.

About **119,000** people buy the Weekly Edition

Advertisers may use Daily or Weekly Editions at same rate.

The Toronto Star Weekly

United States Representatives—Charles H. Eddy Company

Fifth Avenue Building, N.Y. Old South Building, Boston Peoples' Gas Building, Chicago

Western Canada
covered by
The Grain Growers' Guide, Winnipeg, Man.

The dots indicate the distribut

The GRAIN GROWERS' GUIDE

Covers MANITOBA -SASKATCHEWAN—ALBERTA.

80,000 Circulation Guaranteed

Reaching One in 2.5 Farm Homes

RATE—50c. per Agate Line or .6250 per Thousand Circulation.

Largest Guaranteed Fa

In the Western Provinces

100% CIRCULATION VALUE

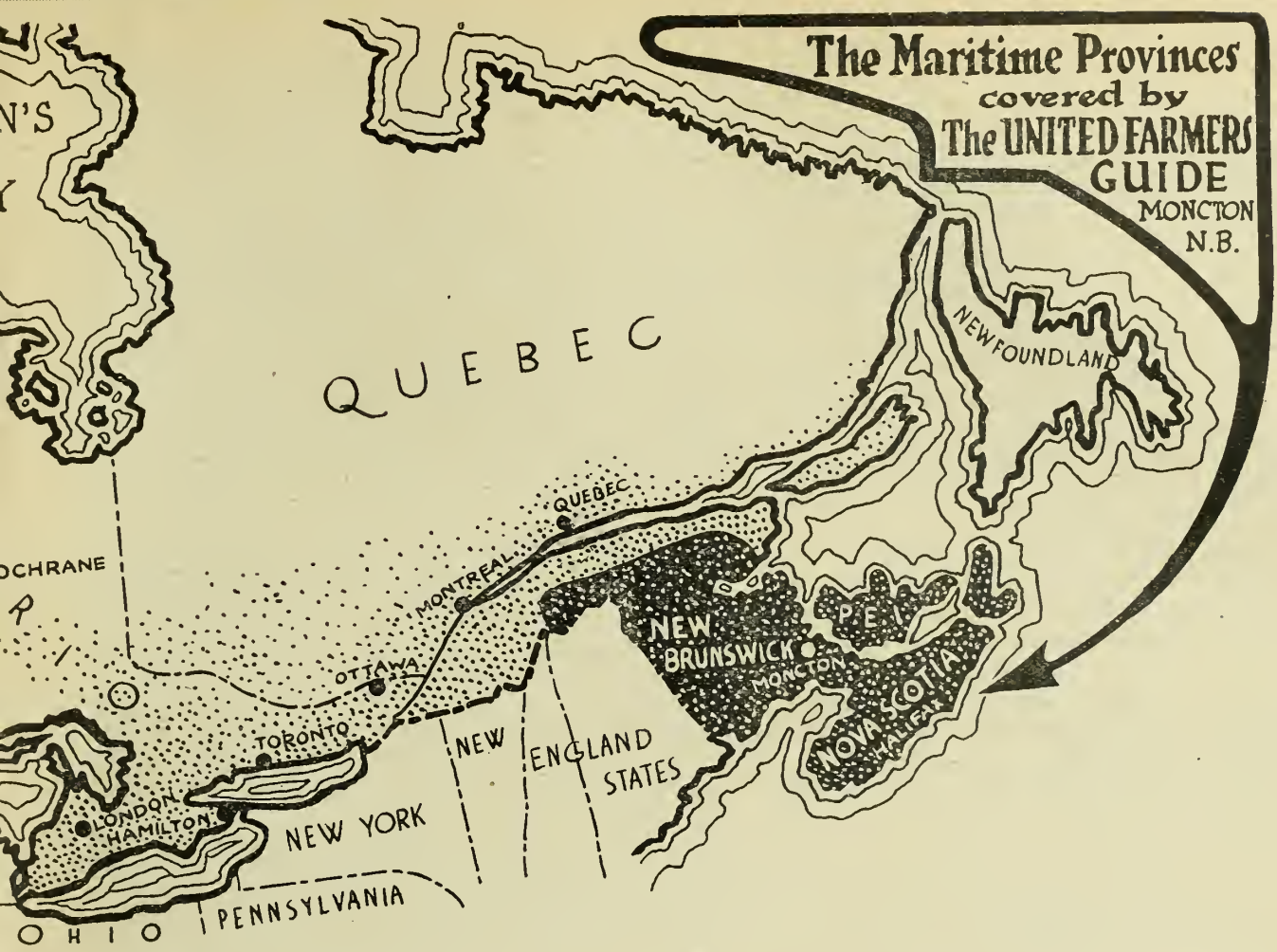
Each subscriber to these two "farmer-owned" papers pays the full subscription price either direct to the papers or to the papers authorized agents. No subscriptions are given free with memberships in the organisations, no clubbing methods are used, no bulk subscriptions are sold, we do not hold guessing contests nor give premiums. The circulation is clean—built up through the farmers' interest in the official organ of their own organizations.

41,

Forty-one thousand is th holders who own and pu journals in their respecti

The Only Papers Owned by the

Advertising Offices at: WINNIPEG, Man. 53 Yonge St., TOR



the Farm Population of Canada

The UNITED FARMERS' GUIDE

Covers NOVA SCOTIA—NEW BRUNSWICK—PRINCE EDWARD ISLAND.

10,000 Circulation Guaranteed

Reaching One in Ten Farm Homes.

RATE—**8c.** per Agate Line—or .8000 per Thousand Circulation.

m Paper Circulation

In the Maritime Provinces

)0

nber of farmer share-
hese two leading farm
ds.

100% READER INTEREST

These "farmer-owned" papers are actually ***created*** by the farmer's organizations—not merely ***appointed.*** They are owned and controlled by their readers, and for this reason alone they enjoy reader confidence and support to an extent that places them first in the homes of Canada's most progressive farmers.

rganized Farmers in Their Fields

, Ont **MONCTON, N.B.** **1478 Broadway, NEW YORK.**

Marketing
and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance. Single Copies 25 cents.
ADVERTISING RATES, 15c. an agate line per insertion. Special contract discounts on application. Forms close 15th of the month preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XIV, No. 4 APRIL, 1920

MARKETING AND MURRAY'S MUDDLE

Mixing up in a mess such as that concocted by the now famous moulder of moldy opinion is a thing most private individuals strive to avoid. Cover it up, let it rot, keep it quiet, or you may get yourself disliked in certain quarters. So we find many manufacturers, whether privately approving or damning Murray's scheme, refusing to be quoted. Many publishers, even, seem to consider discretion the better part of valor.

But MARKETING would have been remiss in what we conceive to be its duty to Canadian business and advertising interests which we desire to serve, had we dodged the necessity for digging up and disclosing these dangerous designs of doddering despots through any fear of incurring the displeasure of themselves or their friends.

MARKETING would prefer to devote its columns to more constructive matters untainted by scandalmongering—but must combat those destructive influences which would undermine the public confidence and good-will on which all honest business must be built and promoted.

Just two years ago a similar situation arose when certain newspapers endeavored to use their "influence" to intimidate Government authorities into treating advertising as patronage, to be used as a reward for their "support". MARKETING was instrumental in upsetting this plan, also secretly promoted, just as it seems to have thwarted the Murray purpose, and will not hesitate to do again should occasion demand it.

And so we repeat, as we emphasized on that occasion:—advertising is *not* patronage to be doled out by Government or private interests as reward to a servile press for its "support." The integrity and independence of the press must be maintained if it is to retain an influence which would have any value to any cause it might advocate—or serve the commercial uses to which advertisers put it, with any degree of effectiveness. A newspaper's value to advertisers can be measured by the extent and earnestness and ability and fearlessness of its advocacy of the interests of its subscribers. Newspapers which for any reason fail to appeal to the self-interest of the class or community they purport to serve—or which attempt to exploit their readers for the benefit of any interests antagonistic to them,—are soon without prestige or power to promote any cause.

The manufacturers have had one example of this in the Western farm journal which supported them and was supported by them over a period of years without any apparent benefit to their cause. Its allegiance was too obvious.

It is true that a publication cannot exist without advertising. But truer still that it cannot serve its advertisers unless it has readers and plenty of them, who believe that it places their interests above all others.

The Murray scheme is dead and the longer it is kept above-ground the greater the stink it will raise. Though there be mourners at its funeral, the quicker and deeper the manufacturers bury it and substitute a plan for promoting their cause on its merits, the better it will be for them.

* * *

Our esteemed contemporary, *Printers' Ink* prides itself on the fact that members of its staff have achieved distinction as writers of fiction.

* * *

EDITORIAL UNFAIRNESS

The argument with which Murray supported his proposal gains for it plausibility from the fact that editorial judgment seems frequently to lose its balance when dealing with trade problems.

It is quite true, as Murray argues, that many editorial writers go to rather extreme lengths in what seem like deliberate attempts to agitate and prejudice the public mind against long-established and quite legitimate trade practices. Their wholesale branding as crooks of every man who has got ahead—the too common editorial attitude that apparently recognizes no branch of trade as guiltless of exploiting the public—is like the attempt once made to kill off the hawks and crows by scattering lumps of poisoned suet and meat through the woods. This got a few of the hawks and crows. In their efforts to reach the few predatory interests in business some of our publishers, doubtless well-meaning, are unjustly poisoning the public mind against hundreds who are quite guiltless. More discrimination would strengthen their argument.

One newspaper which makes much capital of such instances as the profit of a woollen manufacturer, reported as 72 per cent., is itself said to have earned a profit of 300 per cent. yet investigation would probably clear either party of any charge of profiteering.

If the publicity given the Murray proposal serves

to awaken some of our publishers to the extremity of their unfairness toward legitimate business interests, it will have served at least one good purpose.

* * *

Shepherd Murray is becoming more lamb-like.

* * *

MARKETING APPRECIATED

MARKETING is being commended on all sides for the signal service it rendered the manufacturing interests of Canada in exposing the Murray plot to "shepherd advertising patronage" and use it for other than its legitimate purposes. Also for the many interesting and valuable articles it is publishing. Typical of numerous letters recently received, is one from B. P. Neff, vice-president F. A. Patrick & Co., of Duluth, Minn. in which he says:

> "A copy of "MARKETING" came to the writer's desk this morning and I have looked it over pretty carefully. Permit me to congratulate you upon the character of your magazine.
>
> "So impressed was I with its contents that I am anxious to become a subscriber, and enclose herewith check for $2.00 covering one year's subscription.
>
> "It is a matter ,of course, of considerable interest to me to note that Mr. E. St. Elmo Lewis is to be upon your editorial staff. It has been my good fortune to know Mr. Lewis for several years, and I can only speak of him in the highest possible terms. The fact that he is going to manage a department of your magazine should be a great asset to you and a great benefit to your clientecl."

Another subscriber assures us that MARKETING is not surpassed by any business magazine on the continent. These evidences of unusual reader-interest are growing in number, and prove both gratifying and encouraging.

* * *

There's much that's muleish in the make-up of the indcpendent press, as driver Murray and his passengers have already found out. Get rough with them and they're liable to kick the daylight out of you!

* * *

PUBLISHING COSTS GOING HIGHER

Publishing costs continue to climb, and in the next few months increases will take effect which will place many publications in a rather precarious position. Newsprint now costs 25% more than a year ago, and seems likely to increase still another 25% by midsummer.

This will mean substantial increases in advertising rates, of course. But advertisers will be justified in demanding that newspapers and other publications make a proportionate increase in their rates to subscribers. The publication which cannot get higher subscription rates under prevailing conditions is not *worth* a higher rate from advertisers.

Newspapers which longer delay enforcing higher rates to their readers under the imperative necessity of their increased costs, will betray the weak hold they have on their public. And these increases are very real and very substantial—let no advertising buyer mistake that fact. One daily which keeps a very careful and complete cost system tells MARKETING that its increased cost per agate line of advertising in January was .0275 cents over that of one year ago—while its advertising rate per agate line was just .0180 cents higher.

It is only the present abnormal flow of advertising which is enabling many publishers to survive. When it recedes these publishers will have to ask higher rates, when advertising will be harder to get, or go out of business. If you think some of them ought to go out of business, why you won't worry. But that won't prevent some of them hollering about the "big fellows" squeezing the "little fellows" out—though the difference will be that one looked ahead and the other didn't.

The situation may be likened to that of the lovelorn couple in a canoe, actually in the current of the rapids above the falls, but lost in admiration of the lovely weather and satisfaction over the perfectly good time they are having, refusing even to paddle, deaf to plainly audible cries of warning. Presently all the paddling they can do will not save them from disaster.

* * *

ADS THAT ARE A SCREAM

Some people have difficulty writing advertising copy because they can't think of anything exciting enough to say.

They seem to think that an advertisement has no chance unless it fairly screams with some attention-compelling, action-demanding thought or illustration. You see advertisements like this in the papers almost every day—the gasping exaggerations or flamboyant headlines of those whose effort is to make something sound exciting which isn't exciting at all.

This idea is responsible for much of the misrepresentation, for the offers of $60 suits for $20 and extravagant frame-ups of "bargains" which are simply ordinary good values, if that. It is responsible for the scare headlines which are a regular feature of some newspapers—playing up an insignificant occurrence for more than its real news value would justify. It is a form of hysteria which has no value to a solid, legitimately conducted business.

It is seldom possible to *compel* attention to your advertisements. It is always possible to *attract* attention by the logical statement of facts and arguments, presented from varying points of view, and with all the emphasis which their importance to the prospective customer may warrant, repeated often enough to overcome indifference, and persistently kept before the public. Repetition or persistency is the most important factor.

The "screams" which attempt to make one advertisement, even a big one, do the work of a dozen, only defeat their own ends. The screamer is always hard up for something more exciting to holler about and usually he is hollering about the difficulty of getting results.

It is rarely that any advertiser has anything to announce which justifies these hysterical headlines. And in the rare cases when he has, the scream isn't necessary at all. A simple statement of facts proves sufficient.

Better give up trying to get everybody's attention with one advertisement. Work rather with the thought that it is constant dropping which wears away the stone of public indifference. To attempt to upset established habits of thought and win everybody over to your way of thinking with one fell swoop, as the visionary, if well-meaning, Bolsheviki, is hopeless.

(*Continued from page 186*)

considered an economic necessity—an essential link in the chain of distribution which places goods finally in the hands of the consumer. The wholesaler appears to be another link in this chain, because he can best serve the wants of the small retailer in scattered or smaller centres. But if he is to be deprived, in ever-increasing measure, of the retailers' business in the large centres, because of the decadence of the small individual retailer, and the growth of the big organization, whether of department store or co-operative society, his position will gradually be undermined. He will not be able to do business at a profit, because the business which is the most profitable to him is done in the larger centres where distribution and selling expenses are lighter.

Still another angle of the situation forces itself on the attention. What of the mail order houses? It was stated at the enquiry that the quantity prices which the mail order houses received from manufacturers was the means of business becoming more and more centralized. Business by local stores in local towns shows a downward tendency, generally speaking. This has a deadening effect on local prosperity, and the adverse result is seen all over the country to-day.

Are these organizations to be considered wholesalers or retailers? They perform many of the functions of both. If considered as retailers, should they be entitled to the jobbers' discount? Just what declaration the Board of Commerce is likely to make in this connection is pure guess work. It would not be surprising, however, if all these organizations were to be considered in the same category as the retail store—which, of course, brings one squarely up against the ethics of the "quantity price" idea discussed above. It is also expected that the Board will take the stand that the wholesale merchant is an economic necessity under present distributive methods, and that he is therefore entitled to some kind of protection in the densely populated centres—that is if chain stores, etc., are to retain their present advantages in buying.

A further point brought out in the discussions is whether an association of wholesalers has the right to decline to purchase the goods of a manufacturer who sells to a wholesaler or commission merchant who cuts prices. Furthermore, has any organization of retailers the right to decide among themselves to refuse to purchase a manufacturer's goods if a chain or department store cuts the price to the consumer to a point which eliminates all profit? A pronouncement on these points is expected from the Board of Commerce after the evidence has been sifted.

Then what will be the position taken by the Board regarding the manufacturer who refuses to sell to any properly-qualified wholesale merchant, whether a member of any association or not? Will such action be considered good business ethics? The probabilities are against it. Nor is it likely to be considered good business ethics on the part of any wholesaler to object to the manufacturer who places any other duly qualified wholesale merchant on his list.

Therefore it will be seen from the aforesaid remarks that the question as to whether there is a combine in restraint of trade is not the only interesting phase of the present investigation. The business world will await with much interest the pronouncements of the Board of Commerce on the "offshoots" of the main question, even though such pronouncements will take the form of opinions rather than a legally enforceable order.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR MARCH

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
	February 1920					February 1919		
Macleans	2	700	52,942	1,984	[illegible]	[illegible]	[illegible]	30
Everywoman's World	1	800	25,677	1,855	34 2 5	16,298	2,583	23½
Canadian Home Journal	1	800	23,140	998	30 1 8	15,929	940	21
Western Home Monthly	1	720	22,880	1,850	34 1 3	17,281	3,335	28¾
Canadian Courier	2	728	12,995	238	18	11,603	625	16¼
Canadian Magazine	1	224	11,723	1,649	59½	not checked		
World Wide	4	636	4,465	——	*	5,817	60	9¼

* One issue only.

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR MARCH

(Exclusive of publisher's own advertising. Figures compiled by Marketing)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total	Grand Total
	February 1920						February 1919
Grain Growers' Guide	4	720	100,261	9,781	56	110,098	91,580
Nor' West Farmer	2	720	70,116	6,177	440	76,733	80,162
Farmers Advocate (Winnipeg)	4	720	54,344	5,599	28	59,968	63,401
Farmers Advocate (London)	4	720	52,746	12,434	84	65,264	71,775
Canadian Countryman	4	700	48,655	3,384	112	52,151	43,946
Farmers Magazine	2	700	46,255	1,392	450	48,097	40,266
Farm & Ranch Review	2	720	41,300	2,796	354	44,150	51,404
Canadian Farm	8	792	34,101	2,736	2,317	49,154	34,796
Maritime Farmer	2	672	25,669	1,592	2,164	29,425	29,003
Farm & Dairy	4	700	24,781	6,929	168	31,878	37,709
Family Herald & Weekly Star	4	940	82,459	620	7,141	90,220	74,722
Ottawa Farm Journal	8	2432	69,214	1,856	5,615	76,685	82,570
Farmers' Sun	8	2100	52,272	4,818	1,247	58,367	——
Farm & Home	4	1025	41,987	657	815	43,459	——
Free Press Prairie Farmer	4	1180	40,679	1,120	8,664	50,763	49,779
Montreal Weekly Witness	4	2100	18,075	112	4,585	22,772	18,027

VOLUME ADVERTISING IN TORONTO DAILIES

Combined Totals for months of January and February, 1920, as compiled by the Globe's statistical bureau

Classification	Globe	Mail & Empire	Star	Telegram
Autos and Accessories	88,969	34,505	20,005	11,085
Financial—other than Oil and Mining	137,088	109,598	55,717	36,829
Oil and Mining	15,953	30,199	28,747	6,564
Wearing Apparel	16,336	12,752	8,865	7,935
Grocery Products	50,066	30,424	68,962	62,999
Patent Medicine	68,132	80,635	79,551	96,148
Drugs	17,103	17,379	25,547	33,311
Music and Musical Instruments	33,047	28,540	43,335	50,342
Books	13,355	6,735	5,175	4,394
Resort and Travel	29,208	15,333	11,335	6,156
Educational	9,383	3,644	863	1,670
Other	133,699	121,588	78,920	87,997
Total General	610,339	491,352	427,022	405,430
Total Retail	250,258	229,255	964,996	818,673
Transient Display	108,916	110,143	102,970	154,874
Total Display	969,513	830,751	1,494,988	1,378,977
Classified	219,998	152,825	508,780	900,835
GRAND TOTALS	1,189,511	983,576	2,003,768	2,279,812

THE FARMER'S ADVOCATE
AND HOME MAGAZINE
PERSEVERE AND SUCCEED
FOUNDED 1866

PUBLISHED EVERY THURSDAY
$1.50 PER YEAR IN ADVANCE

THE BEST ADVERTISING MEDIUM IN CANADA

1866 *LONDON, CANADA* 1920

GOOD BUSINESS

Business can be called GOOD only when it benefits all parties concerned. In the case of advertising, it is good business only when it benefits the advertiser, the reader, and the publisher.

The business that has been done through advertising in

The Farmer's Advocate and Home Magazine

for over 50 years (1866-1920) has been just that kind.

Here are some reasons why this publication has made good:

1. The Farmer's Advocate and Home Magazine is subscribed for on its merits solely, the subscriber paying the full subscription price, and nearly 90% renew promptly from year to year. During the past eight years the actual cash receipts from subscribers averaged $1.33 each, after deducting all commissions—the best possible evidence of "Reader confidence."
2. Readers of The Farmer's Advocate and Home Magazine do not write advertisers unless they mean business. The general testimony of our advertisers is that a far larger proportion of Farmer's Advocate inquiries result in business than from any other publication they use. We know from long experience that our subscribers want the best and have the money to pay for it.
3. We carry the advertisements of only such firms as can be relied upon to fulfil their contracts.

Before you decide as to what advertising medium you will use get the information called for in the following questions:

1. **The number of NEW SUBSCRIPTIONS secured during the past year.**
2. **The number of Subscriptions STOPPED during the same period.**
3. **The percentage of RENEWALS for the same period.**
4. **The total amount of CASH received from subscribers, by the publisher, for the same period.**
5. **The present NET PAID circulation.**

We give this information regularly to the Audit Bureau of Circulations, Chicago; make sure you get it and also the same regarding all other publications seeking your patronage. Do not accept the answer "Actual Figures not Available" to any question in A.B.C. reports.

The William Weld Company, Limited
PUBLISHERS LONDON, CANADA

The Farmer's Advocate and Home Magazine
(Member of A.B.C. since its organization)

KIRKWOOD'S LETTER FROM LONDON

Liquor interests advertise to fight probibition. More business absorptions in retail field. Numerous trade exhibitions planned. Mr. Dunlop protests advertising representation. Current items of interest from Marketing British correspondent.

JOHN C. KIRKWOOD.

AN Ameriean named Johnson has been in England for several months organising a Prohibition campaign. Because his methods are quiet and unobstrusive, he has been styled by the press "Pussyfoot" Johnson, and the term "Pussyfoot" has been thoroughly advertised and incorporated into the national vocabulary.

Perhaps the most virulent opponents of Mr. Johnson have been the Northcliffe papers; they have hounded "Pussyfoot" with almost malevolent ferocity; but the big-bodied, big-goggled, big-hearted Mr. Johnson thrives on abuse, and so, too, does his cause.

If the Northcliffe press knows how to hammer a man or cause, it can yet show a true sporting spirit. When Mr. Johnson was "ragged" by a mob of medieal students, who invaded a hall where he was to debate with an anti-prohibitionist, and lost an eye as a consequence of a stone blow received in the course of his ragging, the Northcliffe papers promptly opened a testimonial fund and headed it with two £100 subscriptions; and said many nice things about Mr. Johnson as a man.

PROHIBITION and its Evils

PROHIBITION is producing its inevitable results in America. Unable to obtain safe and pure spirits, the people have become an easy prey to the purveyors of poisonous substitutes. Under similar conditions the recent tragic events in the United States might be repeated here. Consumers of whisky should demand the strictest guarantees that their supplies are genuine and beyond suspicion.

GOVERNMENT restrictions upon the sale of whisky of unquestioned quality are only less harmful than Prohibition, as they create a shortage and an unequal distribution amongst the different classes of the community. The public have an inherent right to an adequate supply of their favourite beverage. There are no finer spirits than Scotch and Irish whiskies, which stand for purity and dependability throughout the world.

IN the best interests of the nation the *duty of the Government is to protect the consumers*—not to prohibit or restrict. This duty is accepted in regard to food. Margarine, for example, must not be sold as butter, and a standard of quality is rigorously enforced in other foods of common consumption. Scotch and Irish whiskies have established for themselves a standard of quality and purity which the Government should protect against the possibility of adulteration.

THE Whisky Association, which represents all the distillers and leading blenders of the United Kingdom, urges upon consumers the necessity for vigilance and discrimination in the purchase of their supplies. Definite guarantees that whisky offered for sale is wholly Scotch or Irish should be obtained, and no foreign blend should be accepted.

THE WHISKY ASSOCIATION,
68-70, FENCHURCH STREET,
LONDON, E.C.3.

FREE PUBLICITY FOR PROHIBITION

I sometimes think that the Northcliffe press is a disguised friend of prohibition, for it is very very certain that the cause of prohibition is advantaged by abusing it. Abuse and ridicule often have effects quite the reverse of what they are supposed to have; and the more a good cause is aired, discussed, and resisted, the more converts and supporters are won for it.

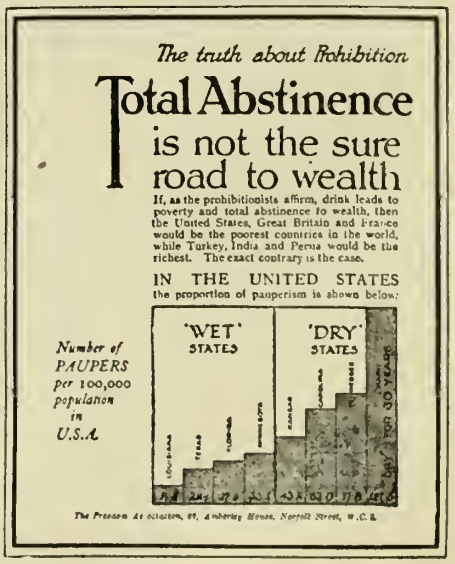
When the women of England a dozen years ago or so became violent and claimant for votes for women, they were jeered at, and their cause was held up to scorn. Yet the women have won, thanks to the press that derided them. If the press of the nation had conspired to keep mum about the suffragette movement, there would not be votes for women in England to-day, and perhaps, no prohibition fears. I suspect that very few publishers and editors in England know anything about Irvin Cobb's story—"The Thunders of Silence."

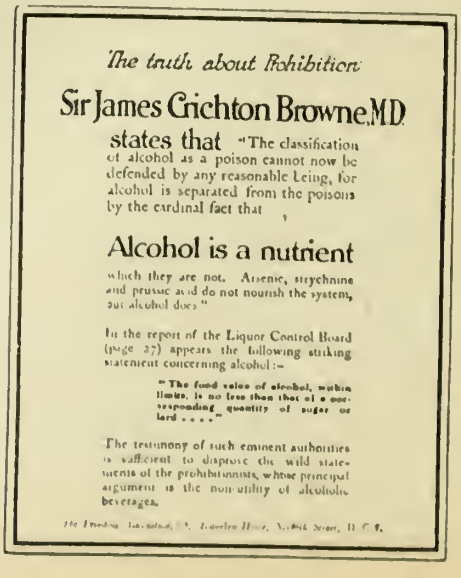
THE ALCOHOL MEN ARE ALARMED

While many editors, statesmen, citizens and labourers, male and female, honestly believe that prohibition for Great Britain is unthinkable, yet there are some who see the handwriting on the wall, and among these terror-stricken individuals are brewers and distillers; and the whisky men have published at least one advertisement in the public press to offset the successes of Pussyfoot Johnson and his cohorts. I send you the introductory advertisement of the whisky men, and I think that you'll agree with me that it is pretty shoddy copy. The advertisement shows that panic has seized the distillers, that they are hard up for good arguments, and that their publicity committee is hare-brained. The advertisement tries to capitalize the death of 100 men in the United States who swigged wood alcohol through somebody's error, and then proceeds to "knock" the British Government's methods of administering or controlling the sale of whisky, declaring that the Government's interference is dangerous to the British public in that it fails to protect the consumer against inferior whisky. That is, it says to the British public; American wood alcohol is bad, even deadly; but be careful when you buy British whisky, it may be bad, too. Fine! The pot calls the kettle black. It is an ill bird that fouls its own nest.

THE SWALLOWING PROCESS CONTINUES

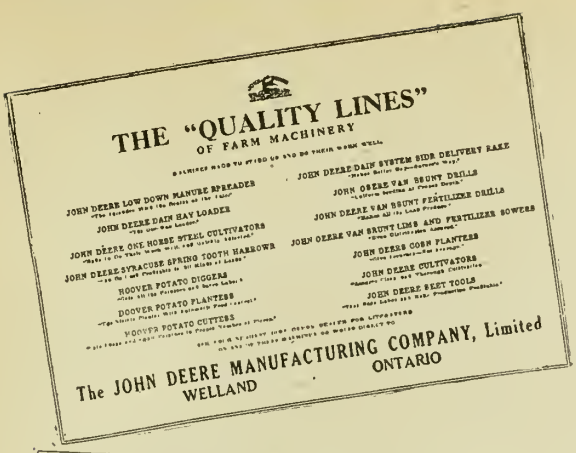
Debenham & Freebody's, who have a fine retail drapery business in Wigmore St., London, have recently

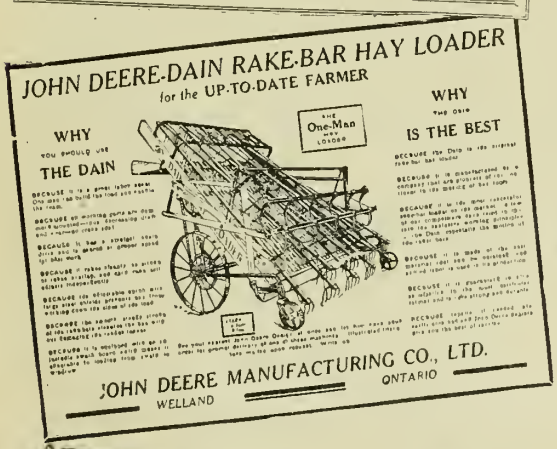

The truth about Prohibition
Total Abstinence is not the sure road to wealth
If, as the prohibitionists affirm, drink leads to poverty and total abstinence to wealth, then the United States, Great Britain and France would be the poorest countries in the world, while Turkey, India and Persia would be the richest. The exact contrary is the case.
IN THE UNITED STATES the proportion of pauperism is shown below:
Number of PAUPERS per 100,000 population in U.S.A.
'WET' STATES
'DRY' STATES
1830 1840 1850 1860 1870 1880 1890 1900 1910 1920 1930

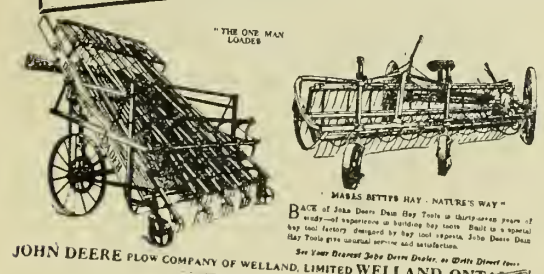

The truth about Prohibition
Sir James Crichton Browne, M.D.
states that "The classification of alcohol as a poison cannot now be defended by any reasonable being, for alcohol is separated from the poisons by the cardinal fact that
Alcohol is a nutrient
which they are not. Arsenic, strychnine and prussic acid do not nourish the system, but alcohol does"
In the report of the Liquor Control Board (page 27) appears the following striking statement concerning alcohol:—
"The food value of alcohol, within limits, is no less than that of a corresponding quantity of sugar or lard . . . ."
The testimony of such eminent authorities is sufficient to disprove the wild statements of the prohibitionists, whose principal argument is the non-nutrity of alcoholic beverages.

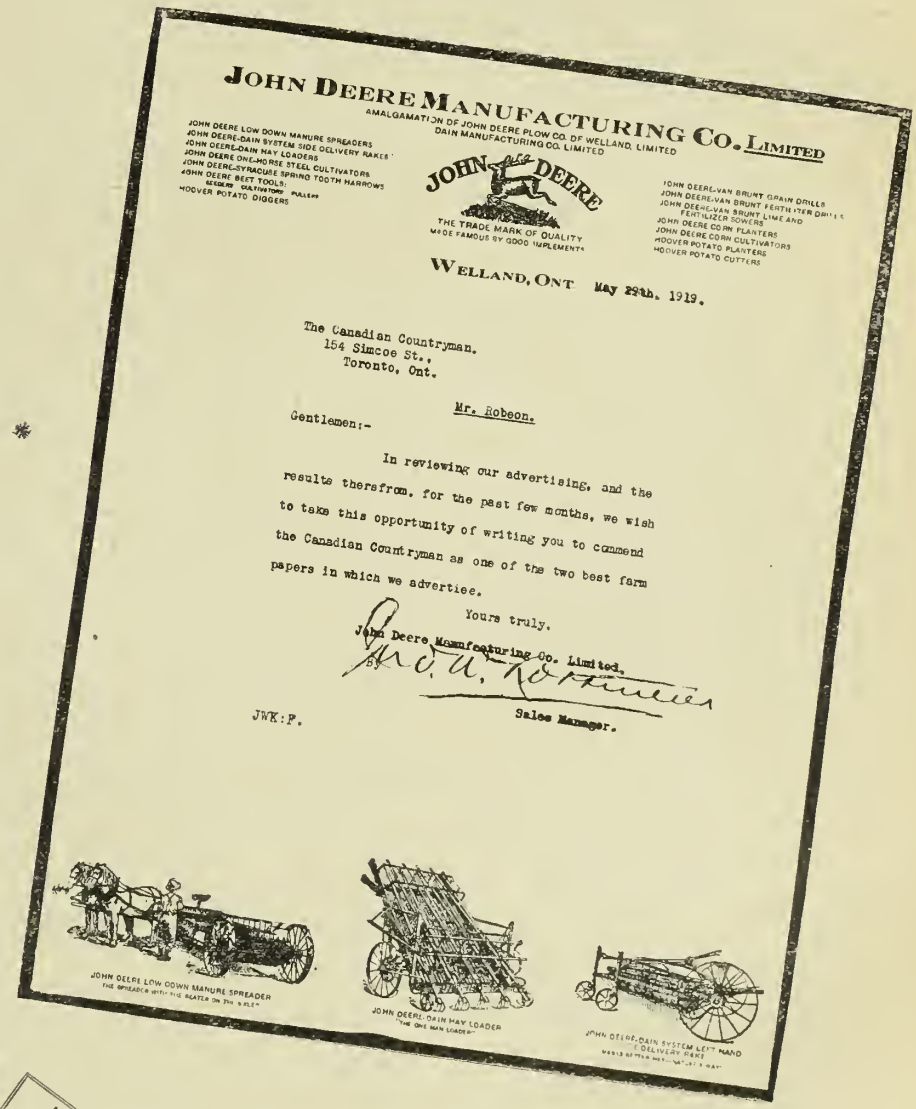
Canadian Countryman Proves One of Two Best Publications for John Deere Implements

(Deere & Co., Moline, Ill., with their Canadian Branch, the John Deere Mfg. Co., Welland, Ont., are one of the World's three largest manufacturers of Agricultural Implements.)

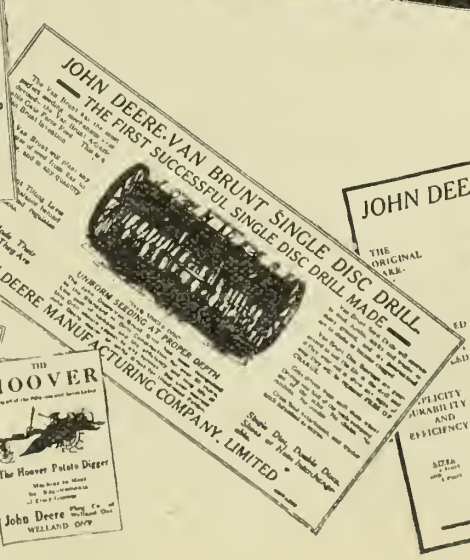

THE "QUALITY LINES"
OF FARM MACHINERY
JOHN DEERE LOW DOWN MANURE SPREADERS
JOHN DEERE DAIN HAY LOADER
JOHN DEERE ONE HORSE STEEL CULTIVATORS
JOHN DEERE SYRACUSE SPRING TOOTH HARROW
HOOVER POTATO DIGGERS
HOOVER POTATO PLANTERS
HOOVER POTATO CUTTERS
JOHN DEERE DAIN SYSTEM SIDE DELIVERY RAKE
JOHN DEERE VAN BRUNT DRILLS
JOHN DEERE VAN BRUNT FERTILIZER DRILLS
JOHN DEERE VAN BRUNT LIME AND FERTILIZER SOWERS
JOHN DEERE CORN PLANTERS
JOHN DEERE CULTIVATORS
JOHN DEERE BEET TOOLS
The JOHN DEERE MANUFACTURING COMPANY, Limited
WELLAND ONTARIO

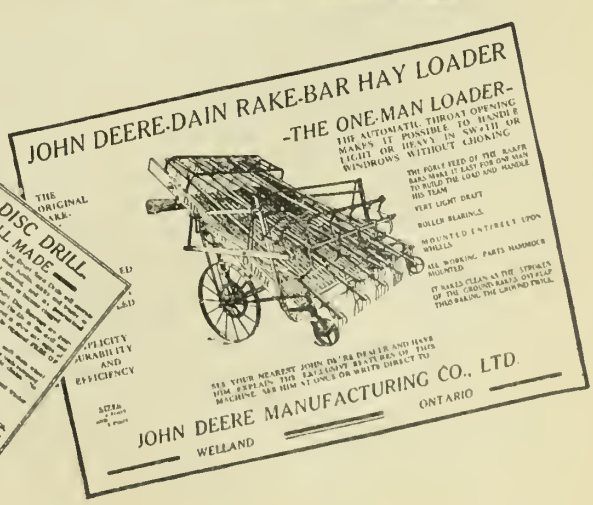

JOHN DEERE-DAIN RAKE-BAR HAY LOADER
for the UP-TO-DATE FARMER
WHY YOU SHOULD USE THE DAIN
WHY THE DAIN IS THE BEST
One-Man LOADER
JOHN DEERE MANUFACTURING CO., LTD.
WELLAND ONTARIO

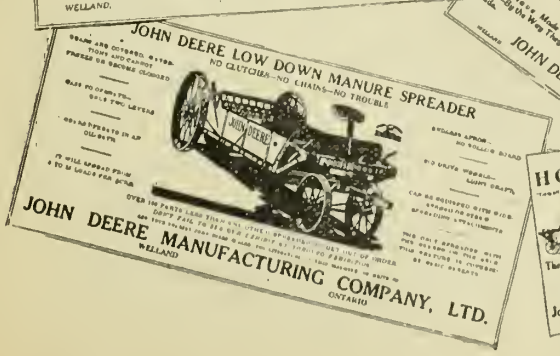



JOHN DEERE MANUFACTURING CO. LIMITED
AMALGAMATION OF JOHN DEERE PLOW CO. OF WELLAND, LIMITED
DAIN MANUFACTURING CO. LIMITED
JOHN DEERE LOW DOWN MANURE SPREADERS
JOHN DEERE-DAIN SYSTEM SIDE DELIVERY RAKES
JOHN DEERE-DAIN HAY LOADERS
JOHN DEERE ONE-HORSE STEEL CULTIVATORS
JOHN DEERE-SYRACUSE SPRING TOOTH HARROWS
JOHN DEERE BEET TOOLS:
HOOVER POTATO DIGGERS
JOHN DEERE-VAN BRUNT GRAIN DRILLS
JOHN DEERE-VAN BRUNT FERTILIZER DRILLS
JOHN DEERE-VAN BRUNT LIME AND FERTILIZER SOWERS
JOHN DEERE CORN PLANTERS
HOOVER POTATO PLANTERS
HOOVER POTATO CUTTERS
JOHN DEERE
THE TRADE MARK OF QUALITY
MADE FAMOUS BY GOOD IMPLEMENTS
WELLAND, ONT. May 29th. 1919.
The Canadian Countryman.
154 Simcoe St.,
Toronto, Ont.
Mr. Robson.
Gentlemen:-
In reviewing our advertising, and the results therefrom, for the past few months, we wish to take this opportunity of writing you to commend the Canadian Countryman as one of the two best farm papers in which we advertise.
Yours truly.
John Deere Manufacturing Co. Limited.
Sales Manager.
JWK:P.
JOHN DEERE LOW DOWN MANURE SPREADER
JOHN DEERE DAIN HAY LOADER
JOHN DEERE DAIN SYSTEM LEFT HAND

MORE AND BETTER CROPS
JOHN DEERE
WELLAND CANADA
FROM BETTER SEED BEDS
John Deere Spring Tooth Lever Harrows
THE ORIGINALS OF THIS STYLE
ALL SIZES—FROM ONE HORSE TO A TRACTOR
John Deere Van Brunt Grain Drill
—THE OLDEST AND BEST—
Uniform Seeding at Proper Depth
JOHN DEERE MANUFACTURING COMPANY, LIMITED
WELLAND ONTARIO


JOHN DEERE-VAN BRUNT SINGLE DISC DRILL
THE FIRST SUCCESSFUL SINGLE DISC DRILL MADE
UNIFORM SEEDING AT PROPER DEPTH
JOHN DEERE MANUFACTURING COMPANY, LIMITED




JOHN DEERE LOW DOWN MANURE SPREADER
NO CLUTCHES—NO CHAINS—NO TROUBLE
JOHN DEERE MANUFACTURING COMPANY, LTD.
WELLAND ONTARIO

bought the business of Marshall & Snelgrove, drapers in Oxford Street, and of Harvey Nichols in Kensington High Street; and John Barker & Co. have bought the neighbouring businesses of Pontings and Derry and Toms, drapers. Whatever may be the ultimate intention, the fact is that the names of the purchased businesses remain, and there is no hint in advertisement or otherwise that the ownership of these great drapery stores is vested in any other concern.

This post-war practice of the great British drapery houses to purchase other smaller businesses, in London and out of London, I have spoken of in previous letters. The deals have magnitude. The purchase price of Derry & Tom's by John Barker & Co. is said to have been £500,000. So far as I know this practice is not duplicated in Canada, yet it is a sound practice viewed as an economic procedure.

A Romance of Success.

The man who put through the deal to buy Derry & Tom's is Sydney Martin Skinner, age just over 50. He is the Chairman of Barker's. When he was about 14 years old, he was apprenticed to John Lewis of Oxford Street, London, where he was neither very happy nor very well liked by his boss. In the years that have passed Mr. Skinner has developed a big mind. "I want to make the business of shop-keeping a dignified life career for those who go in for it," he said. "I wish to make the job as shop assistant as well thought of as a job in the Civil Service."

Barker's was founded in 1870—just 50 years ago. That is, it is as old as the T. Eaton Co. business. The founder, John Barker, trained by William Whiteley, opened two small premises in Kensington High Street, then very much like a street in a country town, with small houses and shops with rounded windows.

By the absorption of Derry & Toms and of Pontings, Barker's believe that they now have the longest straight retail frontage in the world—over 700 feet. The next long continuous frontage is that of Marshall Field's in Chicago—650 feet. The total Barker frontage is about 2,200 feet. The dream is to make Kensington High Street the shopping centre of London.

While it is true that Kensington High Street has become a most important shopping centre, Regent and Oxford Streets continue to be London's most famous and popular retail section. Harrod's have acquired the business of Dickins & Jones in Regent Street, and are rebuilding the premises there. When these are completed they will provide 6 acres of floor space. Harrods have a very important and prosperous business in Buenos Aires, and I understand have opened up in Belgium.

Selfridge's, I have heard, have bought a block in Westbourne Grove, where the famous Whiteley's are, and which neighbourhood was made important as a shopping centre by Whiteley's. If it be true that Selfridges have acquired a location in Westbourne Grove, the development will correspond with the practice of Harrods in purchasing the Dickins & Jones' business in Regent Street, and of Debenham's in buying the Marshall & Snelgrove and D. H. Evans & Co. businesses in Oxford Street, and the Harvey Nichol business in Knightsbridge. These absorptions and extensions have been numerous, rapid and huge, during the past year, and have significance. I am wondering if the practice will extend to and in Canada. Mappin & Webb's, the great jewellery house, have extended their business to Canada, South America, and other countries; and one may expect to see other great retail concerns, British, American and Canadian, enlarging their trading areas, by opening up branches in multiplied centres and countries. In Canada, Eaton's, Simpson's, and Birk's of Montreal, years ago established themselves in different parts of Canada.

My own conviction is that we shall see the chain store idea develop amazingly in Canada in the immediate future. The big and successful retail stores with their efficient methods and plentiful capital can and will give a service which will give the inept retailer a bad time. The small retailer's hope of survival lies in giving his own community a live service. There is plenty of room for him, if he will but put his back and brain into his storekeeping.

Largest Buying Agency

The expansive and co-operative tendencies of modern business have fresh illustration in the appointment of a London bank manager as the English manager of an American combine which is the largest buying agency in the world.

Sixteen dry goods stores in all parts of the United States form the combine known as the American Research Association, which has a capital of $300,000,000. Offices of the Association are now being opened in London, and an organization built up for purchasing the goods of British manufacturers for sale in the stores of the combine in New York and other large cities of the United States.

The new organization is intended to smooth out difficulties, so that when an American buyer comes to England he will know just where to find the things he requires. A great opportunity is opened up for English firms to find fresh markets for their productions.

Buyers of the American combine recently wanted to place orders for $100,000 worth of English linens and $10,000 worth of stockings, but could not do so. The scheme for a London house is the outcome of these difficulties.

A New Trade Epoch

The years 1919 and 1920 must stand out in the history of trade commerce like Alpine peaks. They are years of the re-birth of trading endeavour, and of colossal planning. The repression of the war years, joined to the hungry world-market for goods of every description, has led to gigantic efforts to "get in while the going is good." In Great Britain, industrial organizations of every description are seeking—and finding—new capital for the purposes of enlargement. Money in Great Britain is abundant, and issues are being oversubscribed so persistently and remarkably that every firm and corporation with dreams and proposals is encouraged to seek new capital.

I have previously told of the coming to London of the American Bush Terminal Idea, and of other American invasions. But Great Britain is willing to do a little invading on her own account, and the Department of Overseas Trade, of which Sir Hamar Greenwood is the head, has planned two big schemes that will take samples of British goods to all quarters of the globe. One of these schemes is a "trade circus"—a travelling show of British goods to be exhibited in all the commercial capitals of the Continent and in the more distant foreign countries.

A British Empire Exhibition

The second scheme is to interest buyers in the Dominion overseas. It will, in brief, be a British Empire Exhibition held in two or three of the principal commercial centres of the Empire every year. The goods exhibited will go from one show to another. The shows will be held in Canada, South Africa, Australia, India, and other places. These "trade circuses" will be run on a self-supporting basis.

British Industries Fairs

From February 23rd to March 5th, will be held simultaneously in London, Glasgow and Birmingham three big trade fairs, known as the British Industries Fairs. The idea is to attract foreign buyers to Great Bri-

EVERYWOMAN'S WORLD

They Dominate Canada

EVERYWOMAN'S WORLD reaches the English-speaking women of Canada. Sell them and you sell your product.

Women buy 90% of the food, 80% of all household requirements, 95% of their own and children's clothes.

More than 100,000 women of the best class receive Everywoman's World each month. Thay have money—purchasing power. We can prove it to you with facts we have gathered.

LA CANADIENNE will sell your goods to the portion of Canada that is French. It goes into more than 25,000 French-speaking homes monthly.

It is a high-class home magazine—finely illustrated and in the best literary style. It appeals to the highest type of French-speaking people. There is no competition in its field.

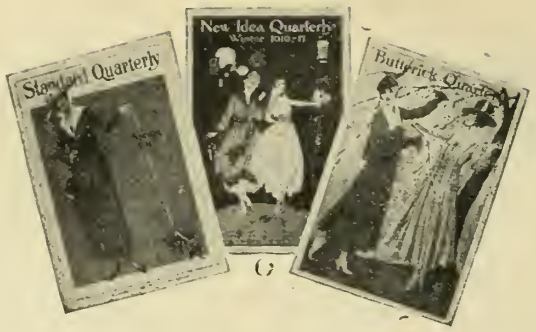
Sell the home-makers of French Canada and you sell your product.

No other Canadian magazines offer such unlimited selling possibilities as the Continental Combination—EVERYWOMAN'S WORLD and LA CANADIENNE. They dominate Canada. And they go straight to the buying member of the home each month.

If you want concrete evidence of the business-pulling power of these magazines it is yours for a simple request.

Continental Publishing Company, Limited

Toronto Montreal

LA CANADIENNE

Canadian Fashion Quarterlies

Published in Toronto

Sold directly by the merchants themselves, to the best customers of more than 3,000 Canadian Retail dry goods and department stores in the principal cities and towns.

Bought by women shoppers at 25c. a copy solely to learn "what's best to buy". Referred to repeatedly over a period of several months.

Retailers know your advertising is reaching the right people at the right time—and in a medium which more than any other gives them evidence of its power to create demand —when you advertise in the QUARTERLIES.

Their entire circulation goes where it can be most valuable to you—through the stores, into the homes, in all shopping neighborhoods, in proportion to their importance.

Advance Summer Fashions Numbers

On Sale May-June-July

Last Forms Close April 10th

Inquire now about rates, etc. From

Manager Advertising, 53 Yonge Street TORONTO

tain to buy merchandise. These Fairs are after the models of the famous Leipzig and Lyons fairs.

Already upwards of 100,000 invitations to foreign and overseas merchants and buyers have been issued by the Department of Overseas Trade. Visitors are to be given a royal time by official and other entertainments, luncheons and banquets, and theatre parties. Tours to various parts of the country will be arranged, and a number of manufacturers have planned for visits of inspection to their works.

The largest number of visitors will come from France, Italy and Spain; but large numbers of visitors are expected from at least 30 other countries —which means from every part of the world. Many Germans are coming. Canadians and Americans will be present in force. Invitations to buyers at home total 140,000. Pamphlets printed in English, Spanish, Portuguese, French, Italian, Swedish and Danish have accompanied the invitations. The catalogues will be printed in seven languages. In London the Fair will be held at the Crystal Palace.

The problem of housing the visitors has been faced. Practically all the London hotels will be used, but many will have to be accommodated outside of London.

A World's Exhibition in 1921

In London next year will be held a World's Fair, reminiscent of the famous exhibition of 1851. Plans are well forward, but the location of the fair, which will be of mammoth dimensions, has not yet been stated. It is probable, however, that it will be in Regent Park.

A Canadian Fair in London

I suppose that you know far more than I do about the Canadian Industries Fair to be held in the Royal Agricultural Hall, London, from June 3rd to June 17th. This is to be purely a trade exhibition, to which the sightseer will not be invited. Exhibits will be confined simply to articles connected with Canada. I understand that this Fair has the support and endorsement of the Canadian Trade Commission and of the Canadian Manufacturers Association; so it ought to be a success.

The Fable Mr. Dunlop

Some months ago I sent you an advertisement, which you published, showing Mr. Dunlop, the character figure used by the Dunlop Rubber Co., Ltd., in their advertising. This created Mr. Dunlop talks in the first person singular - not very convincingly, in my judgment, for it is very patent to an advertising man that the Mr. Dunlop who talks is in truth a

Write for the Earnscliffe Sample Book

It shows specimens of this very fine Canadian Made Bond—in all standard weights and sizes and in eight different contrasting colors.

Earnscliffe Linen Bond

Each page is an actual business letterhead, some lithographed, others printed in black and colors—giving you a good idea of the all-round utility of this Stock.

It conveys also a very good idea of how to get out a thoroughly high-class letterhead at a moderate cost.

Write for a copy on your regular office Stationery to

THE

ROLLAND PAPER COMPANY

LIMITED MONTREAL

High Grade Paper Makers Since-1882

Makers of the Famous Superfine Linen Record

The "R Shield" Watermark guarantees "Rolland Quality."

High Labor Costs

It may be that the impression has been created that the present scale known as schedule "F" represents a fair selling price. As a matter of fact, the present schedule is too low, owing particularly to the lack of tonnage and the present state of the labor market.

As to the labor market, a condition exists in the engraving business to-day and in fact it has been the same since the first of 1919, which makes costs very excessive. For the last two war years the use of engravings and printing was cut to almost nothing. This was due, particularly to meet the wishes of the Government, which asked that semi-non-essentials be restricted. During this period the shelves of every manufacturer became empty of advertising literature.

Immediately upon the signing of the Armistice there was a rush to the engraver for work. The volume of orders was unprecedented.

With many hundreds of engravers in the Army, every man who could handle a tool found employment, and many more were wanted than could be procured, so the old question of Supply and Demand made its appearance, with the natural consequence of wages increasing far beyond the basis upon which the present selling scale was formed. This condition is of course but temporary and may adjust itself in 1920.

Published by the Cost Committee of

The Manufacturing Photo Engravers Association of Canada

"An organization formed several years ago, embracing all Canada, consisting of manufacturers of all types and kinds of engravings As an Association it neither manufactures, buys nor sells. Its sole purpose is to assure for the mutual benefit of the industry and the buying public the best class of engraving that scientific knowledge and human skill can produce at a fair price

dummy. Also, his pose is, as I see it, rather stiff, "wooden" is the right word.

This created or artificial Mr. Dunlop is greatly disliked by the authentic Mr. Dunlop, who lives in Ireland, and who is 79 years of age. The bona fide Mr. Dunlop, who is the inventor of the famous pneumatic tyre, has brought an action against the Dunlop Rubber Co. Ltd., "to restrain them from printing, publishing, or exhibi-

I AM a manufacturer who puts his good name and his hopes of future business behind each tyre he sells—I ask for a fair trial and an impartial verdict on my product. I seek no protection from my customers behind a mileage guarantee.

That's how I sell Dunlop solid rubber tyres and that's why Dunlop solid tyres have attained their pre-eminence.

Dunlop

DUNLOP RUBBER CO., LTD.,
Founders of the Pneumatic Tyre Industry, Para Mills, Aston Cross, BIRMINGHAM.
DUNLOP SOLID RUBBER TYRE FITTING DEPOTS: Belfast, Birmingham, Bristol, Coventry, Dublin, Glasgow, Leeds, Liverpool, London, Manchester, Newcastle-on-Tyne, Norwich, Nottingham.

Dunlop solid rubber tyres are obtainable from all leading motor dealers.

Are you playing a DUNLOP GOLF BALL?

ting in Ireland any advertisements, placards, books or circulars containing pictures representing him in absurd or unsuitable costumes or attitude."

In an affidavit read by counsel, Mr. Dunlop stated that in 1891, at the request of the Company, of which he was then director, he gave them a portrait of himself and signature to be used as trade marks. For some time past the Dunlop Co., without his permission, had been exhibiting advertisements containing pictures obviously intended to represent him, but the features adapted from the portrait were placed on the body of a very tall man, dressed in an exaggeratedly foppish manner, wearing a tall white hat, white waistcoat, and carrying a cane and an eye-glass, none of which it was his custom to wear. The advertisement had caused great annoyance to himself and his relatives, and he had repeatedly complained but without result.

Had the illustration been a faithful likeness of Mr. Dunlop, the inference is that he would not have objected to its use. A man in his 80th year can be quite "touchy" in the matter of his portrayal pictorially.

Canadian or Imported *Which?*

IF there ever was a time when the Canadian product needed the limelight it is **now**. The balance of trade is against us. There is a heavy discount on our money. Canadian-made goods should therefore receive all the support and stimulus that well-considered advertising can give them.

THE fact that Canada purchased from the United States in January of this year goods to the value of $72,857,056 as compared with $55,695,952 in the same month last year, indicates how great and urgent is the present need for a greatly increased demand for Canadian-made goods.

CANADIAN products are certainly as good and often better than the imported article. All the Canadian buyer needs is to be shown the advantages of the native article. Our experience gained from solving advertising problems of various kinds is at your disposal for the planning, writing and placing of advering that will win the good will of the dealer and the confidence of the reader. An interview involves no obligation, and may be arranged to suit your convenience.

"It's All in the Service"

Norris-Patterson

Limited

ADVERTISING AGENCY

10 East Adelaide St., TORONTO

232 St. James St., MONTREAL

Journal Building

MORE VALUE
Per Dollar Invested

KEEN space buyers among Canadian Advertisers and Advertising Agencies realize that it is the cost per line per 1000 of circulation that counts.

And by this test alone the

OTTAWA FARM JOURNAL

easily leads all Farm Papers circulating in Central Canada with one exception, and this is a paper with a Dominion-wide Circulation.

The comparative figures taken from A.B.C. statements and current rate cards are as follows:

	Cost per line per 1000 circulation
OTTAWA FARM JOURNAL	.0042 cents
2nd paper	.0054 cents
3rd paper	.0060 cents
4th paper	.0075 cents
5th paper	.0083 cents

The Ottawa Farm Journal average circulation for the month of February, 1920, was 23,459, an increase of 3,048 over the average circulation for 1919.

And the concentrated circulation of The Ottawa Farm Journal in the 17 Counties of Eastern Ontario is more than 5,000 greater than that of any other Farm Paper going into this territory.

Every copy by mail to a farm or country home

An interesting booklet on Ottawa and the Journal Newspapers is now ready. A copy is yours for the asking.

THE OTTAWA FARM JOURNAL
OTTAWA, ONTARIO

LIST OF BRANCHES—
TORONTO, J. B. Rathbone, Manager, 95 King St. East
LONDON, ENG., Robert Hooston, Effingham House, 1 Arundel St. Strand, W.C.
NEW YORK, Chas. H. Eddy Co. Inc., 1011 Fifth Avenue Bldg., 200 Fifth Ave.
CHICAGO, Chas. H. Eddy Co. Inc., 1036 Peoples Gas Building
BOSTON, Chas. H. Eddy Co. Inc., 011 South Building

Second Class Rates Going Up?

It is reported that the Government is considering changes in second class postage rates which are now claimed to yield six million dollars less than cost for this service.

Possibly the zone system will be established here as across the border. In that event, and considering the protection afforded newspapers through control of newsprint prices, MARKETING believes that the authorities should enforce more strict regulations governing the price and methods of getting subscriptions.

One suggestion is that second class postal privileges should be contingent on the publisher charging an adequate subscription price—such price to be based on the size of his paper, or amount of paper used. Surely there is nothing unreasonable in expecting the publisher to charge his readers enough to cover the amount of his paper bills. By permitting some publishers to charge lower rates, offer premiums, prize contests, etc. the authorities in effect subsidize unfair competition against publishers who are endeavoring to build circulation strictly on the merits of their papers. Papers which have to be given away, or nearly so, in order to get circulation cannot be regarded as worth so much to their readers as to warrant postal service at less than cost.

Publishers who profit by too-low postal rates, and are thus enabled to sell circulation at wholly inadequate rates, may kick. But this should not prevent the authorities insisting that any reduced postal rates to publishers be allowed only where the subscription price collected is sufficient to cover cost of paper used. Any further price-control of paper should also require that adequate subscription rates be charged.

* * *

The Continental Publishing Co. Ltd., Toronto, publishers of *Everywoman's World*, *La Canadienne* and *Everywoman's Needlecraft Companion*, announce the following appointments in the Advertising Department.

* * *

Mr. James M. Cane, formerly Advertising Manager of the Dupont interests in Canada, to be Western Ontario representative succeeding Mr. MacLaren.

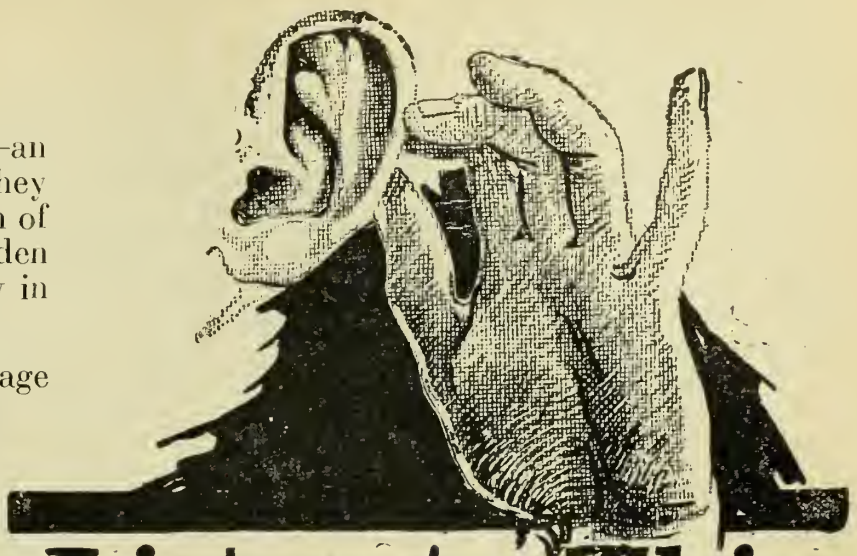
Mr. Edmund V. Corbett, for many years on the advertising staff of the Toronto *Telegram* and the Toronto *Times*, to be one of the representatives of the Company in Toronto.

Mr. John G. Lucas, formerly Canadian representative of the New York Commercial, to be Assistant to the General Advertising Manager, and in charge of the promotion department.

Shakespeare---

says, "Lend me your ears".—And—an older authority laments about "They that have ears—and hear not"—both of which suggest that perhaps in olden times there was also some difficulty in getting people to listen.

Maybe we'll be luckier than our message—which is a live one for advertisers.



Listen to This

OUR interests are identical.

We—you and ourselves—want to serve the public.

You, by furnishing them with merchandise or service. We, by furnishing the latest information on all that is new and interesting—the world over—in both our news and advertising columns.

Up to this point our endeavors are separate and distinct. But—right here our interests begin to interlock.

For our public is already "sold" on our proposition and you can best influence them to "buy" and stay "sold" on yours by handing them your message in something they have already "bought."

The public we serve is the 140,000 persons in Ottawa and suburbs and the many additional thousands in the prosperous towns and villages of the rich Ottawa Valley.

It is a public worth while serving. And your advertising plans are incomplete if they do not include a generous allowance to cover Ottawa.

If you do not know Ottawa—now is the time to get acquainted. Ask us for any information you may require.

But—remember the best way to reach that very worth-while public of this district is by.

Here are Five Good Reasons

1. OTTAWA is the market place of the rich section of Central Canada
2. OTTAWA has money to spend. Its three principal pay-rolls amount to over $25,000,000 each year.
3. OTTAWA has the desire to buy. Its people like and demand the best.
4. OTTAWA has a population—including Hull and suburbs—of about 140,000.
5. OTTAWA as the Capital of Canada has influences which cover the whole Dominion.

"Telling your story" in the advertising columns of

The Ottawa Daily Newspapers

Ottawa, Canada

The Journal
Dailies

The Citizen
Dailies

(*Continued from page 176*)

"The strength of a newspaper lies in its influence and hold on its subscribers. It takes expert and specialized knowledge to run a newspaper. Every day and every week the editor is feeling the pulse of his constituency, and is ever on the alert to give them the best possible service. The newspaper which has a strong hold on its constituency has something of the same qualities as the eminent counsel, who is able to give service to his clients by appealing to the reason of the judge, or to the emotions of the jury.

"It is also to be doubted whether the newspapers discriminated against would actually lose money in the long run. The newspaper which defends its readers' interests will increase its circulation and its influence with its readers. For example, if some of the Canadian boot and shoe manufacturers started to advertise only in publications supporting protection, the other papers appealing to, say, two million people would lose, say 500 lines per day of advertising. The net result, however, would be that some Canadian manufacturers would not go in on the deal and U.S. manufacturers appreciating the situation, would take large space in these publications. The chances are that the loss of 500 lines per issue would be made up by new advertising amounting to 1,000 lines or more, and when the subscribers were appealed to to purchase goods advertised, they would be inclined to follow this suggestion, realizing that the newspaper was being penalized for expressing their views. The net result, therefore, on the part of the Canadian manufacturers would be, that they would lose a large part of the business of the two million people, and would at the same time be adding to the revenue of the papers they had started to punish.

"The editor of an important Western publication declares that the Murray proposal can be used to increase the circulation of his paper from 76,000, as at present, to 100,000.

A Paper and Its Policy

"As on other points, we believe that Mr. Murray's idea that manufacturers might be able to change the policy of a paper by withdrawing advertising support indicates a woeful lack of understanding of the publishing business. The policy of the publication must be based primarily upon the interests of the readers and not of the advertisers or the owners."

What Advertising Agents Think of Murray's Plan

It would be expected that men who assume the responsibility of making advertising pay the advertiser would roundly condemn any proposal to divert "advertising" appropriations to other purposes. Clear-cut denunciations of Murray's scheme would sound quite natural coming from advertising agents of any standing and experience. Given the responsibility of planning and executing advertising campaigns to *sell goods*, one would imagine them very earnestly resenting any interference by an outside "bureau" advising that some of the best mediums on the list should be cut off, thus making it harder for the agent's campaign to make good. They are presumed to have sufficient knowledge of the press and the ways of successful publicity, also a balance of judgment, which should enable them to convince their clients of the futility of attempting anything such as Murray proposed, of the danger of the boomerang, and of the plan defeating its own ends. As representatives of all publishers they are expected to keep the placing of advertising within legitimate channels disassociated from any but purely commercial purposes.

But strange as it may seem, the only criticism of Marketing for disclosing the Murray propaganda has come from agency circles, and from a few publishers and their representatives who, unable to get sufficient advertising on a legitimate basis, were playing the Murray game for all it was worth. Why Marketing should be criticised in this connection by any advertising agent is not quite clear. Why any advertising agent should encourage his clients in their support of Murray's objects is beyond comprehension. It shows an absence, or at best a suspension, of sound business judgment—and more matured reasoning by most advertisers will, we believe, bring them to this conclusion.

An advertiser expects of his advertising agent that he will be advised against doing "fool things" with his advertising appropriation. He expects to be cautioned against the whims, fancies or prejudices which would interfere with the sales results of his campaign. And when he comes to realize the utter foolishness and disastrous consequences of the Murray idea—as he unquestionably will in at least nine cases out of ten—what will he think of the advertising agent whose better judgment failed him in this emergency?

Probably every advertising agency has one or more clients who have "fallen for" the Murray scheme. And it is encouraging to note that, so far as Marketing is able to learn, in only a few cases have the agents failed in their responsibility to these advertisers.

British Columbia's Rural Field

Containing a population of 89,000 (farmers and their families), is now available to national advertisers through *Farm and Home*.

Every Post Office in B.C. is covered by our subscription list.

The circulation of *Farm and Home* is over 15,000 paid and constantly growing. An A.B.C. audit is expected in the near future. Advertising rate, 8 cents per agate line.

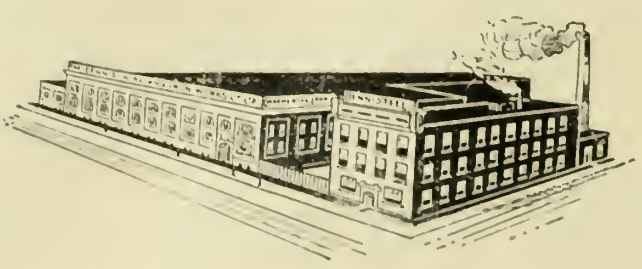
For further particulars apply to the Advertising Manager.

FARM AND HOME

137 Pender St. West Vancouver, British Columbia

TWO LARGE plants, an army of long-skilled workmen, and the valuable experience of a quarter-century are at your service when you call upon the Dennis Shops for anything in

ORNAMENTAL BRONZE AND IRON
WIREWORK OF ALL KINDS
GENERAL BUILDERS' IRONWORK



THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON

Write for Folders

Halifax Montreal Ottawa Toronto
Hamilton Winnipeg Calgary Vancouver

"What do the agencies think of Murray's bureau?" is a question that has been asked MARKETING more than any other. So we wrote each of the agencies in the East, inviting an expression of opinion. At the time of going to press only a few had been heard from. Before next month's issue there will be time to hear from the rest. It may prove worth while finding out which agencies are working in the best interests of advertising and which, if any, think it unwise to declare themselves on a question so vitally related to the essentials of successful advertising.

Of the replies already received by MARKETING from advertising agents, one asked to be excused from expressing an opinion, another urges that it is none of his business, while the rest, as might be expected, condemn the Murray project on various grounds.

TOO SMALL TO COUNT

While recognizing that it is but human for any advertiser to refuse to advertise in publications which constitute a menace to the maintenance of his business, Mr. J. J. Gibbons does not see that anything is to be gained by concerted action against particular newspapers. He says:

"The average Canadian newspaper derives seventy-five per cent. of its advertising revenue from its "want"

EGERTON RYERSON — OUR FOUNDER

In——

40,000

of the

Best-Buying Homes

in Canada

FATHERS, MOTHERS, YOUNG PEOPLE, BOYS and GIRLS, **ALL** read *The Guardian.*

Canada's Great Religious Weekly

The Christian Guardian

"Somehow it seems to stick around the house," as one of our Western subscribers wrote the other day.

Unusual Advertising Value!

WE BELIEVE SO.

THE CHRISTIAN GUARDIAN

TORONTO

When you want to reach the Western Farmer use his Home Paper—

THE ALBERTA FARMER

--- and --- Calgary Weekly Herald

largest and fastest growing weekly farm publication West of Winnipeg.

Circulation over 13,000 among the farm homes of the West, which, on account of distance and mail service, can not be served by a daily paper.

THE ALBERTA FARMER is a newspaper and magazine combined. In addition to a complete review of the week's news. It publishes a great variety of special articles, departments and features that appeal to all members of the farm household. It is read thoroughly, in many cases being the only publication received. It covers a rich, exclusive field. It carries influence. IT PRODUCES RESULTS.

During the past three years its circulation has doubled and the volume of advertising carried has trebled. There is a reason! INVESTIGATE!

Sample copy, rate cards, detailed sworn circulation statement, and full particulars regarding the field covered, on request.

The Herald Publishing Company, Ltd.

Calgary, Canada

Representative for Eastern Canada:
EDGAR J. GUY
Royal Bank Bldg., Toronto, Ont.

Representative for United States:
HENRY DE CLERQUE
800 Mallers Bldg., Chicago, Ill.

L. KLEBAHN
1 W. 34th St., New York, N.Y.

Canadian Farm
MARKET ISSUE
Holiday Lull at Union Stock Yards
Receipts Light in Every Department
Canadian Farm
AN AGRICULTURAL JOURNAL FOR THE DOMINION
Canadian Live Stock Win High Honors at the International

Twice a week Service

to over 30.000 snbscribers in Ontario. This service benefits the live stock farmer's pocket book directly, as in the case of the weekly market issue, also indirectly, by keeping each reader posted on the very latest developments connected with live stock and general farming. Snch subjects are handled in the regular weekly issne by experts in each department.

Naturally CANADIAN FARM has the kind of influence with its readers that ensures the advertiser's message being given every consideration. In short, in many cases, "to tell is to sell".

Advertising Rate—18c. per Line
Sold on a Guaranteed Circulation Basis

Canadian Farm

Member A.B.C.

181 SIMCOE ST. : : TORONTO

ads, local stores, and other local advertisers. Most retailers have found that successful merchandising consists in dealing in those products which their customers are educated to buy. Therefore, most stores are indifferent as to whether they sell 'Made in Canada' goods or products made in Great Britain or the United States.

"Of the remainder fully one-half comes from British and United States advertising, and I would venture to state that the average Canadian newspaper does not get more than ten per cent. of its revenue from the manufacturers in Canada.

"I have paid the newspapers of Canada millions of dollars for advertising. I have placed with them all kinds of advertising. Many times I have had to seek editorial co-operation, and on the merits of my case often secured it, but rare indeed were the occasions when I felt in my mind that I could buy it.

"The newspapers of Canada rank high in their editorial independence. The papers that are successful cater only to their readers, realizing that unless they stand well with their readers, the advertiser will pay them scant attention.

"Time and time again attempts have been made to establish papers for the purpose of advocating certain things, but with rare exceptions the public refuses to read the paper, and the retail advertisers cease to patronize it, because the average retailer is not concerned in the editorial policy of a paper, but simply in its standing with its readers.

"The development of advertising by Canadian manufacturers speaking generally, followed the advertising of United States and British concerns. In other words, the best argument to induce a Canadian manufactnrer to advertise was to show him an impressive advertisement of a British or a United States concern running in Canadian newspapers.

"Some years ago I called at the office of a company in Toronto and had a young clerk tell me there was no use my trying to interview anyone as they had an agreement with their competitors to do no newspaper advertising. In years gone by such agreements were not unusual among Canadian manufactnrers.

"The manufacturers of Canada are not a dominating factor in the financial revenue of the press of Canada.

"During this 'reconstruction' period there seems to be an epidemic of 'mental hysteria'. The average reporter likes to write in a manner which will cause his articles to be more generally read, and is therefore naturally inclined to make them as sensational as possible, some come pretty near to preaching Bolshevism. One Canadian daily recently published a series of articles dealing with British rule in Egypt, and among other things claimed that the atrocities of the British soldier in Egypt were on a par with the atrocities by the German soldier in Belginm.

"Criticisms are widely read, eulogies are rarely read.

"Canada seems confronted by a determined campaign to desert our National Policy by the abolition of all customs tariffs. This would withdraw all encouragement to any continuation of our industrial development, and turn this country into a dumping ground for foreign manufacturers. If this effort should be successful it would be but a short step to our becoming an insigni-

Circulation
72,000

Members
A.B.C.

Reader Value Determines Advertising Value

DO you know what kind of reading matter goes into a real farmers' magazine? Or is your knowledge of farm papers gathered largely from the statements of advertising salesmen, supplemented by such glances at the advertising columns as are necessary to check your own announcements and those of your competitors?

The man who pays the subscription price does not size up his paper in any superficial manner. He does not buy it only to look over the advertisements. The reading matter has got to make good with him, or he quickly loses interest.

During nearly forty years of continuous publication, The Nor'-West Farmer has developed the confidence of its readers to a high degree. It is more than a magazine—it is a guide to better farming methods. At this season about a thousand enquiries a month on every conceivable subject are answered by personal letter, or through the reading columns. Naturally this service, for which no charge is made, creates confidence, holds interest, and enhances the value of the advertising columns.

The reading matter, produced largely in response to suggestions and enquiries from readers, is of necessity, original, practical and timely in the highest degree. The following few articles from a recent regular issue, illustrate the eminently practical nature of our editorial policy.

"Best Varieties of Oats.
Sweet Clover on Alkali Land.
Cost of Wintering Cattle.
Buying a Bull.
Dairymen's Feed Questions.
Sharpening Disc Harrow.
Watering Land From River.
Incubators and Brooders.
Figuring Cost of Frame House.
Coyote and Weasel Trapping.
Answers to Veterinary and Legal Enquiries.
Old Country Letter.
Method of Canning Meat.
Up-to-Date Patterns.
Housekeeping Hints.
Handy Rules, Receipts and Tables.
Breeders' Notes."

When you buy advertising space in The Nor'-West Farmer, you are effectively reaching a group who are already sold on the reading value of the publication—who watch for every issue, and are disappointed if it is even a day or two late.

Get in touch with our nearest office for further information.

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

WINNIPEG CANADA

Eastern Canada Office
95 King St. East, Toronto, Ont.

Eastern United States Office
381 Fourth Ave., New York, N.Y.

In Kingston It's The WHIG

During February, 1920, The DAILY BRITISH WHIG carried

118,603 lines

more paid advertising than the next Kingston paper.

Many of the leading merchants of the city advertise exclusively in The WHIG.

"There's a Reason"

ficant part of the United States, and Canada as a national unit would cease to exist.

"Therefore, information regarding editorials and the character of news articles published in the press of Canada should be of interest.

"Before complying with your request for a written expression of my opinion regarding Murray and his service, I made it a point to have a talk with him. I did not find Mr. Murray anything as reticent as he seemed to be when your representative called upon him in January. On the contrary he told me a great deal about his service.

"From my observations, he seems to be more concerned about statements of fact than expressions of opinion. His editorial report service embraces far more than the tariff. His desire seems to be to tell everything about the editorial policy of a paper, as reflected in its editorial columns and in its news columns,—everything at least that a business man would be likely to take any interest in. He tells the good with the bad, ensuring accuracy by giving actual quotations with dates from the paper reported upon, apparently content to leave the subscriber to form his own opinions and draw his own conclusions. It seems to be just an elaboration of the usual press-clipping service.

"As obviously a paper is not afraid to say what it does say, then I can see no reason why it should object to Mr. Murray summarizing its utterances under group headings for the benefit of those who take an interest in what the press of Canada are saying upon business subjects.

"There are few advertisers who give us sufficient appropriation to do all the advertising we would like to do for them in all the papers. Therefore, when it comes to omitting publications through lack of necessary advertising appropriation, it is but human to omit those papers which seem to be a menace to the national life of Canada."

Club Cannot Gain Support

L. J. Cunniff of H. K. McCann Company, Limited, endorses the purpose back of Murray's plan—the necessity for fairer treatment of manufacturing interests on the part of many publications—but believes Murray's method will defeat this purpose. "The day is past", he thinks, "when you can gain support for any movement with a club."

Integrity of Press Essential

"Without the exhibit of the documents," thinks E. Sterling Dean, "such a scheme as that of G. M. Murray's, reproduced in your March issue, would have been considered beyond the pale of the possible. If Mr. Murray had consulted an experienced advertising man before elaborating his scheme, or even before he put it into operation, he would have saved himself a lot of useless expense and waste of time." As for its possibility of success he says:

"The editorial columns which would promise good behaviour, under the intimidation of the Murray plan, would not be worth anything to either side of any question. It would have been more businesslike if the originator of this plan for moulding 'the moulders of public opinion' had bought a few editors of a class which would give a fair test to the scheme, and had tried them out, before he undertook to buy and sell them wholesale.

"Publishers are human and they might be made to feel sorry about losing advertising patronage, but they would never 'sell out their moral independence' for a few advertising contracts. They would rather be martyrs and any threats or intimidation would only inspire them to preach their obnoxious doctrines more loudly. The independence of the press is vital to the welfare of the country. Its success is largely dependent upon the confidence of its readers. Once filch a newspaper's good name and you leave it poor indeed: poor as a news sheet and poor as an advertising medium.

"Advertising agents are vitally interested in the integrity of the press, but are not concerned about the political opinions of a paper or of a client either, but have the one desire to choose the paper whose standing among its readers is such as to make it pay the advertiser to buy space in it.

"On the other hand, if an advertiser feels that a newspaper, editorially or otherwise, is 'knocking' his business, the advertiser had a right to refuse to support such a newspaper with his money. To refuse to advertise in an 'enemy sheet,' as an individual decision, is perfectly legitimate, but when manufacturers adopt the 'collective bargaining' principle, and use their advertising appropriations as a club to beat favorable opinions out of editors, it becomes reprehensible.

"The Murray scheme could never succeed. It violates the very nature of things, and as such attempts create bad impressions between publishers and manufacturers, the project is very much to be deplored."

"As far as my experience goes," says H. R. Cockfield of The Advertising Company, Montreal, "I know that the Canadian press cannot be bribed. Any man or group of men who think that by placing advertising with the paper they can influence the editorial policy will quickly find out they are mistaken."

Sees No Harm in Murray's Scheme

E. Desbarats, of the Desbarats Advertising Agency, approves of Murray's ideas, though the matter seems to him "a personal one between Mr. Murray and his clients, and one cannot deny to any individual manufacturer the right to withhold his advertising from publications which are working at cross purposes with him.

"These publications as a rule cannot exist without advertising, and for him to build them up so that they may strangle him is to my mind a sort of business hari-kari unless he finds that the people whose trade he seeks cannot be reached as effectively by other means.

"There is no principle stronger than self-preservation and while one might question the business *wisdom* of any advertiser selecting his list of publications with a strong preference for those which were willing to help him—and an equally strong aversion for those which in his eyes were seeking to ruin him—one could not question his right to do so.

"This is the light in which the matter strikes me."

J. E. McConnell, of McConnell & Fergusson, takes a similar stand, considering that Murray's service is a matter between his customers and himself. "He is dealing with very able business men," he says, "who should be able to judge as to whether or not his services are in their interests."

Is this the Correct View?

If this is a correct view of the matter—if manufacturers are quite capable of judging how they should advertise and what mediums they should use, and what sort of advertising is in their best interests,—then it seems to MARKETING that the advertising agent's services resolves itself into nothing more than mere clerical detail. If it is not one of an advertising expert's responsibilities to advise manufacturers in matters so important to the success of their advertising, and uphold the integrity of advertising, then we are much mistaken in our conception of the best agency service.

Of course it is the right of anyone to refuse to advertise in any publication, good, bad or indifferent. There is no need of a Murray bureau to establish that. Advertisers are freely exercising that right every day.

It is also the right of any manufacturer to waste his advertising appropriation by reckless expenditures, by using poor and ineffective copy, by unwise selection of media, by indulging his whims and prejudices —and a few persist in exercising that right. But that doesn't make it the right thing to do—and advertising agents are paid by publishers and employed by advertisers on the supposition that they "know better" and advocate always what is in the advertisers' best interest—recognizing always that advertising has but one purpose, to promote good-will and the sale of what is advertised.

Manufacturers Saying A Great Deal, But Not For Publication

Many of the manufacturers interviewed have become more reticent in expressing their opinion, since MARKETING brought the Murray scheme

In These Days of High Costs 30,000 Circulation at 6c. Per Line Sounds Good

Especially when the 30,000 daily circulation covers a territory as compact and wealthy as New Brunswick.

Not a town, city or village in the province that the Daily Telegraph of St. John doesn't effectively **cover.**

Not a paper or combination of papers in St. John that so thoroughly **blankets** the city of St. John as does the Times-Star.

Thus the two make one of the strongest combinations of dailies in the land.

Little duplication, as your A.B.C. Report will show; and a combination rate of 6c. governs.

The Daily Telegraph—The Times-Star

Morning St. John Evening

The ONLY A.B.C. Papers in New Brunswick

We appreciate small orders because—

some of our biggest orders come from customers whose original orders were small.

Careful attention to these small orders assured these customers satisfactory service when large orders were required. Our product pleased them, and they recognized in our modern factory equipment the capacity to handle business of volume.

The standard of product and service responsible for this "repeat" business explains our business expansion.

We will appreciate an opportuntity to serve you.

Rudd Paper Box

W. P. Bennett, *President* **Company, Limited**

374 Richmond St. West : : Phone Adelaide 1186

An Industrial City of 26,000

The Twin City of Kitchener and Waterloo is one city in all but name, with a present population of over 26,000. The prosperity of the city is built on successful industries and the population is essentially industrial.

The best way to reach this fertile field with your advertisement is to use the columns of the Kitchener News Record which dominates the field in both circulation and advertising.

Rates from any recognized agency or write

THE NEWS RECORD, KITCHENER ONTARIO

The only A.B.C. paper in the Twin City

ST. THOMAS

—the Railroad City—has one of the most highly-paid communities of wage-earners in all Canada. Approximately $4,000,000 in wages is distributed annually by five steam railways alone in this thriving city of 20,000. Add to this figure the payrolls of the many thriving industries, and you have one weighty reason for not overlooking St. Thomas when planning your advertising campaign.

The TIMES-JOURNAL is the only daily newspaper published in Elgin County, of which St. Thomas is the county seat. It circulates into 95 in every 100 homes in St. Thomas. Also more than 5,000 copies go to subscribers in the surrounding area.

You can reach this fertile field effectively only by use of adequate space in the TIMES-JOURNAL? Is it on your list? If not take it up with your agency, or with us.

Use the Times-Journal Weekly too.

TIMES-JOURNAL

ST. THOMAS - - *Member A.B.C.* - - ONT.

A.B.C. audited circulation—9,000 plus

No Mortgages Published Now in Prince Edward Island

FORMERLY the weekly bulletins of the commercial and legal records were scanned by business men to see who were mortgaging their farms and real estate. To-day the records publish practically nothing but Mortgage RELEASES. The people have more money than ever with which to buy advertised goods, in the wealthiest Province per capita in Canada.

Charlottetown Guardian

DAILY—Covers Prince Edward Island like the dew

MEMBER A.B.C. *Standard rate card*

out into the light. Generally speaking, they are smarting under the manifestly unfair editorial attitude toward manufacturing interests generally. They naturally resent the persistent assumption on the part of so many editors that all manufacturers are profiteers, enjoying special privilege, exploiting the public, etc.

Undoubtedly many of them are influenced by this resentment in the selection of their advertising mediums. But the shrewdest advertisers among them have no intention of being parties to any organized boycott, as proposed by Murray. Many condemn the Murray proposal in no uncertain terms. They recognize the certainty of its reacting to hurt the manufacturing interests more than any possible effect it could have in silencing the agitations of extremists.

"Such a senseless movement is bound to fail", Robert McLaughlin of the General Motors of Canada Ltd. is quoted as saying, "because it is extreme and impractical. It is not based on a knowledge of advertising and its relation to a manufacturing organization. In the first place, anyone who attempts such a boycott will find that the really influential newspapers are strong enough to withstand such bullying."

S. J. Moore, who has extensive interests in both Canadian and American industrial concerns, stated that his companies would not adopt the proposal. When advertisements were placed in the press the editorial policy of the journal was not considered at all.

J. N. Shenstone, first vice-president of the Massey-Harris Company, was of the opinion that the plan savored of politics and, as his firm had ever avoided political issues, it would probably be unaffected by the new scheme.

"We will continue to advertise in the papers that will sell our goods, and will not attempt to dictate editorial policies," said F. Selway of the Office Specialty Manufacturing Company. The Hamilton Carhartt Company, manufacturers of overalls, stated that it would not give its support to the Murray proposals. The scheme is also considered impractical by A. M. Hobberlin of Hobberlin's Ltd., who points out that manufacturers are in the habit of placing their advertising in the medium by which they can reach the greatest number of readers. They are not influenced by the editorial policy of the publication. Advertising was a matter of business and a manufacturer who wished to advertise his goods would continue to use the mediums which would produce

for him the best results, regardless of the paper's policy.

Approval of the scheme is voiced to the *Financial Post* by the general manager of the Dunlop Tire and Rubber Company of Canada Ltd. Mr. Westren views Murray's plan as an information bureau, the purpose of which is to supply Canadian manufacturers with information concerning editorial policies of newspapers. "In that respect I deem it a very good thing," he said, adding however that he thought manufacturers should not allow themselves to be dictated to in regard to the selection of mediums.

The scheme had its "merits and demerits," thought A. A. Bittues of the Gillette Safety Razor Co. of Canada. He did not think its purpose was to muzzle the press, and that the question would be handled broad-mindedly. Any move that tended to clean up the press or to tone up the editorials was quite worth while. "My own feeling is that I don't think I would want to advertise in a paper that was rabid. So far as the proposal of Mr. Murray goes it would appear that it is his intention to furnish information and not to attempt to dictate as to what papers should be used."

Has Murray Modified His Ideas?

The emphasis now placed on this more modest aim of Murray's proposed service, as reported by Mr. Gibbons and again by several manufacturers, suggests that his proposals have undergone considerable modification, following the publicity given them by MARKETING. Even a casual reading of his booklet shows that his purpose was far from being so innocent. And his contract specifically provides that Murray is employed "to *advise*, with respect to any Canadian publication carrying advertising" for the subscriber, "as to the desirability of continuing, increasing, reducing or discontinuing the space used therein." Also to advise as to the desirability of contracting for space in publications not being patronized but apparently suitable.

"The head of the Bureau," says Mr. Murray in his booklet, "would of course need to be a person well-known to advertisers and whose advice *would be taken* as dependable." "Under the direction of such a person the Bureau should be able to show results after one month's work". Mr. Murray undertakes to furnish reports "and *advise in every case* as to the desirability of commencing or discontinuing the use of space." Does this suggest, or the trend of

By Means of CANADIAN COURIER one in every ten English speaking homes in Canada can be reached effectively

Moreover, when you consider that this circulation is confined very largely to the best buying centres in Canada, where the goods advertised are readily accessible, the value of CANADIAN COURIER as an advertising medium will be readily appreciated.

The progressive editorial policy of CANADIAN COURIER ensures the steadily-mounting influence of this thoroughly Canadian semi-monthly in the esteem of its readers.

Has CANADIAN COURIER an adequate place on your list? 35c. per line per issue.

CANADIAN COURIER

Member A.B.C.

181 Simcoe St. - - TORONTO

We desire publicly

to commit ourselves to a full acceptance of every obligation attached to the ethical conduct of business and the sound practice of advertising.

We like to be and, and are, the advertising counsellors, of firms to which the above ideal appeals.

Federal Advertising Agency

T. H. YULL, Director

Dominion Savings Building
LONDON, : : CANADA

- WINNIPEG -
AND
WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL
REACHING THE GROCERY TRADE
IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Eastern Representative: WILLIAM F. HARRISON, 609 Lumsden Bldg., Toronto

Through our
uniquely "different" Canadian
sales-advertising organisation, we offer

To Canadian Manufacturers
A *Complete* Merchandising Service

We plan and execute any part (or all) of a distribution-advertising-sales procedure—to manufacturer, jobber, retailer and consumer.

Service comprehends basic investigations, sales-plans, the direct-by-mail and media advertising (properly apportioned), and the *actual order-getting specialty sales-work*.

When mutually desirable, we will contract (under GUARANTY of RESULTS) to effect *complete trades-distribution* and *consumer-demand*—to do everything but manufacture and ship the goods.

We operate throughout North and South America (in all languages), and will consider the promoting, *anywhere*, of *any* legitimate business or sales enterprise that appeals to our judgment.

Our Canadian staff of thirty Merchandising, Advertising, Technical and Sales experts is "personally directed"—backed by the Management's twenty-five years of association with the largest manufacturers of the United States.

Canadian and U. S. clientele includes some very representative concerns.

Correspondence and professional consultation solicited.

CLARKE HELME LOOMIS LIMITED
GENERAL SALES COUNSEL

New York Chicago San Francisco Buenos Aires
Suite Seventy, MONTREAL, P. Q.
Beardmore Bld'g. Telephone MAIN 680

In Quebec

"The TELEGRAPH says so"
---a final word

The Telegraph
ALWAYS

argument in his booklet permit the interpretation, that his purpose was *merely* to furnish information and "*not* to attempt to dictate as to what papers should be used."?

Some Results

Murray's Bureau was to show results after one month's work, while "commencing with the New Year" it "would attain its maximum usefulness." Its effectiveness may, therefore, now fairly be judged by results already achieved. The figures in MARKETING's monthly tabulation of the volume of advertising carried by various farm journals, show that the *Grain Grower's Guide*, probably the most "unfriendly" of the Western farm journals from Murray's viewpoint, shows a gain of more than 20% over February of a year ago, while other journals showed a loss. The Toronto *Globe*, one of the dailies which is on Murray's "unfriendly" list, because of the wide publicity it gave MARKETING's expose, informs MARKETING that its volume of advertising in January and February shows a twenty-five per cent. increase over the same months in 1919. Murray's efforts are making such papers more valuable advertising mediums to those who advertise in them than they have ever been—with the natural result that they will get more advertising.

Meantime the Canadian Manufacturer's Association, through the present general manager, J. E. Walsh, disclaims any responsibility for the Murray scheme, but as yet has not officially disapproved of it. A meeting of the executive has been called, when the matter will undoubtedly come up for consideration. It is rumoured that the Association is considering plans for meeting the free-trade propaganda with a frank, open and above-board advertising campaign which would place the manufacturers' case prominently before the public to be considered on its merits. This sounds more business-like. It is to be hoped that the cause of the manufacturers will not be further damaged by persisting in such methods as have been recommended by Mr. Murray.

* * *

The Desbarats Advertising Agency has secured the Borden Milk Company account, and is placing contracts for the 1920 campaign.

* * *

Colgate & Co. are using the farm papers very extensively this year. In former years farm papers have been used occasionally, it is stated, but this year a campaign in the farm field is being undertaken

(*Continued from page 185*)

hesitate to express editorially, in the interest, as it believes, of the whole press of Canada, the stoutest objection to the proposition that any commercial influence shall be allowed to dictate the editorial opinion of the country. The *Globe* exists for the purpose of informing and giving leadership to its readers. *In this very thing lies its strength as an advertising medium.* As has been said, it has no quarrel with the advertiser who does not use the *Globe*, but it will at all times, with vigor and effect, too, combat the idea that any advertiser, or group of advertisers, shall dictate—or can dictate—its editorial opinion.

The Murray plan involves the prostitution of the independence and the whole status of the advertising agencies of Canada as well as of the newspapers. It proposes the erection of a dictator to the agencies as well as to the publishers. Its success would be attended by consequences to the self-respecting advertising agents more dire than to any publisher, for Murray's proposed field of operation comprises your entire field, but only a limited proportion of the field of any newspaper.

We think that you will agree that in analyzing, as above, the position of the advertising agencies, no error has been made in placing them upon a plane of independence and disinterestedness in the service which they perform, and we believe that consideration by the agencies will reveal the dangers to them which have been pointed out.

(Signed) WILLIAM FINDLAY.

* * *

Eleven babies, born in the Province of Saskatchewan, were awarded birthday gifts of twenty-five dollars each, by the Regina *Morning Leader*, the only condition being that the parents should be regular subscribers to the Regina *Leader*. In the cases of the two first babies reported, the prizes were fifty dollars each, while in one instances, twin daughters divided fifty dollars between them.

The idea back of these Leap Year baby gifts was that some sort of compensation was coming to the child who can look forward to only one birthday in four, enjoyed by the average boy and girl.

A CAREFUL EXAMINATION of any publication will show if it is worth reading and indicate the class of readers.

A circulation report verified by the Audit Bureau of Circulations will show how many people read the paper and are willing to pay real money for the privilege.

Good judgment is the barometer—an A.B.C. report the compass. Both are essential to successful navigation.

Audit Bureau of Circulations
202 S. State St. CHICAGO

FIRST IMPRESSIONS ARE THE MOST LASTING

USE TWO-FOLD LETTER HEADS

in all your business correspondence to create the most favorable first impressions. Thereby you obviate the mussy and unattractive appearance of the letter head as ordinarily folded, and your letter will stand out all the stronger by comparison. TORONTO ENVELOPE CO'S two-fold envelopes are business producers. Order them through your printer, with envelopes to match. Your printer will find our little folder, "Quality and Service" very interesting. It is to your advantage to see that he gets it. Send his name *now* to

TORONTO ENVELOPE CO. Limited

119 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY

Advertise With a View of Your Plant

Before placing orders, Foreign Trade demands tangible proof of your size, capacity and stability

The whole story will be told by a glance at an Ad-Art realistic birdseye view of your plant.

AD-ART STUDIOS
Producers of Advertising Art
7 Victoria Block-Windsor Ontario

Quality and Service

MULTIGRAPH LETTERS

Best Produced Anywhere

Addressing Folding Mailing

HARRY EDWARDS & SON
E. BENNETT, Manager
152 Bay Street, - - TORONTO
PHONE ADELAIDE 3313

Through Our FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

Moose Jaw's Leading Evening Paper

The Daily NEWS

Covers one of the richest and most productive wheat areas in the Province of Saskatchewan. The purchasing power of the people is exceptionally high and national advertisers should not overlook this field which can be covered successfully through *The Daily News*, members of the A.B.C.

Net paid circulation for the three months ending Sept. 30th, 1919—6160 Total distribution 6506

Largest Circulation in Moose Jaw

United States Representatives:
DAVID J. RANDALL
111 Fifth Ave., NEW YORK, N.Y
A. R. KEATOR
1111 Hartford Bldg., CHICAGO, ILL.

(*Continued from page 194*)

satisfaction in obtaining and using the product. Examples of service are:

a. Special accommodation.
b. Reliability and courtesy in all dealing with purchaser.
c. Clear instruction as to how to derive the best or greatest use.
d. Convenient depots for obtaining replenishment, or repair parts and services.
e. For middlemen, assistance in disposal of product.

As a broad base upon which to build knowledge of the detailed practice of distribution, the student needs a course in general business economics, particularly in selling.

For instance, it is necessary that he understand such things as the law of supply and demand, and its inadequacy; that business is the operation of buying and selling—of exchange; that the value of the exchange must be mutual; for in the long run when we give the most for the money, we get the most for what we give. It is necessary to understand also credits, interest, amortization, stock exchanges, banks, corporations, holding companies, co-operative associations. Governmental supervision must be understood. It is highly important, too, that the student be able to compare intelligently French, German, English, and American business institutions and methods. All these facts must be presented, not as cast-iron institutions and customs, but as in the process of evolution.

This is particularly important nowadays. Every student of this course should be given at least a glimpse of the possible changes in theories as to money, competition, government ownership or control, unionism, and other characteristics of our time. So-called efficiency systems must be studied analytically, in the light of modern tendencies; for there is a danger line where standardization and specialization turn upon and waste the human element in attempting to increase efficiency. The student must be up to date in his comprehension of the waning importance of superficial customs. He must get the new conception that business should be operated primarily to render service, and that he should not regard what he does as in any sense a condescension to his customer, or as an accommodation. The obligation of business runs from seller to buyer. We have outgrown the old doctrine of "caveat emptor." No longer should the buyer feel

Newspaper and Magazine Advertising

Booklets, Catalogs, and House Organs

Designs, Trade Marks and Illustrations

Prepared in Ottawa
Placed Anywhere
Ask Us.

Peabody Advertising Ottawa
178 Nepean St
Phone 3626.9

CHARLES EDWARD PEABODY
HENRI CHAUME.

Galt is Growing

The expansion of existing industries and the establishment of new plants is increasing the population of the thriving City of Galt where

THE REPORTER

is the only daily newspaper published. The city has a population of 13,000 and The Reporter's paid city circulation for February 1920 was 2,889. Practically all the remainder of our net paid circulation of 4,269 is distributed in the adjourning towns of Preston and Hespeler and the neighboring rural territory.

As the Galt industrial district grows so does the circulation of The Reporter. The inclusion of this progressive sold-on-its-merits newspaper always adds to the effectiveness of a Western Ontario advertising campaign.

Galt Reporter Limited

(Member of A.B.C.)
HENRY J. FOSTER, Manager

GALT, ONTARIO

that it is necessary to beware of the seller. On the contrary the salesmanship and advertising of to-day aims first of all to gain the confidence of the customer by deserving it fully and by never violating it.

* * *

(*Continued from page 180*)

touched. And before a message is written—before some brain is asked to write something that you hope will bring you business—let's get good paper to go along with that message—a letter paper that will get up there on your prospect's desk and fight for you.

Let's give paper a chance to fight for us always all ways. Let's give paper the chance it deserves. Let's go to paper—not as a cure-all—not to help along a weak message—but as a strong help to a strong message. Let's give paper a chance. And paper will come through. For paper always has come through.

* * *

The Ames, Holden, McCready System is running a series of newspaper advertisements featuring the fact that it is a "100 per cent. Canadian institution." This would seem to suggest that all rumors of consolidation with the Dominion Rubber System may be definitely dismissed.

* * *

R. W. Ashcroft, who for the past four years has been advertising manager of the United States Rubber Company in New York City, has been appointed director of publicity for the Ames, Holden, McCready System. Previous to this, Mr. Ashcroft was advertising manager of The Canadian Consolidated Rubber Company and affiliated companies—now the Dominion Rubber System—for several years, with headquarters in Montreal. His success in both positions is well-known, and his many friends throughout Canada will welcome his return to the Canadian advertising field.

* * *

Frank J. Mulhall was recently appointed advertising manager of the Riverdale Tire Corporation, of Toronto, which has stores in the Queen City and several other centres.

* * *

Mr. John C. Hogan to be American representative of the Company for territory east of Detroit. Mr. Hogan's headquarters will be at Toronto.

ABOVE-BOARD CIRCULATION

DAILY NEWSPAPERS

Calgary, Alta., HERALD (E) 27,168
The largest daily between Winnipeg and Pacific Coast. The Herald is the recognized advertising medium of the western prairie provinces. A big paper that expresses the progressive spirit of the Great Canadian West

Sherbrooke, Que., RECORD (E) 10,491
Exclusively home Daily of 65,000 English people in Southern Quebec.

TRADE NEWSPAPERS

HARDWARE AND METAL (W) Toronto 3,817
Canada's National Hardware Weekly, published every Saturday since 1888, and receives highest subscription price of any Hardware Trade Paper in the World, because it gives real service. Subscribed to by practically every worth-while hardware buyer, wholesale and retail, in the Dominion.

CANADIAN GROCER (W) Toronto 6,657
Canada's authority on grocery markets and conditions for 31 years. Particulars on request.

Have You a Future to Offer a Live Advertising Executive?

Young man, married, progressive, with ten years experience in a hard field; understands every detail of advertising—copy, promotion, solicitation, campaigns—now employed, would like to make a change giving him greater scope and something more to work to. Not a cheap man, but an efficient, reliable one. References galore. Box ?, Marketing.

WINNIPEG WAREHOUSE FOR SALE

In the heart of wholesale section.

70' x 110', solid brick, mill construction.
41,000 square feet floor space
6 floors and basement.
Trackage and loading platform.

2 floors of this building rented for $4,000 per year. An ideal location.

With the exchange at its present rate this warehouse would prove a wonderful buy for some American house desiring to locate in Canada.

Apply by letter to

Carruthers, Martin & Torrance Ltd.

Lindsay Bldg. Winnipeg, Canada.

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING. STEREOTYPING. NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING. ENGRAVING

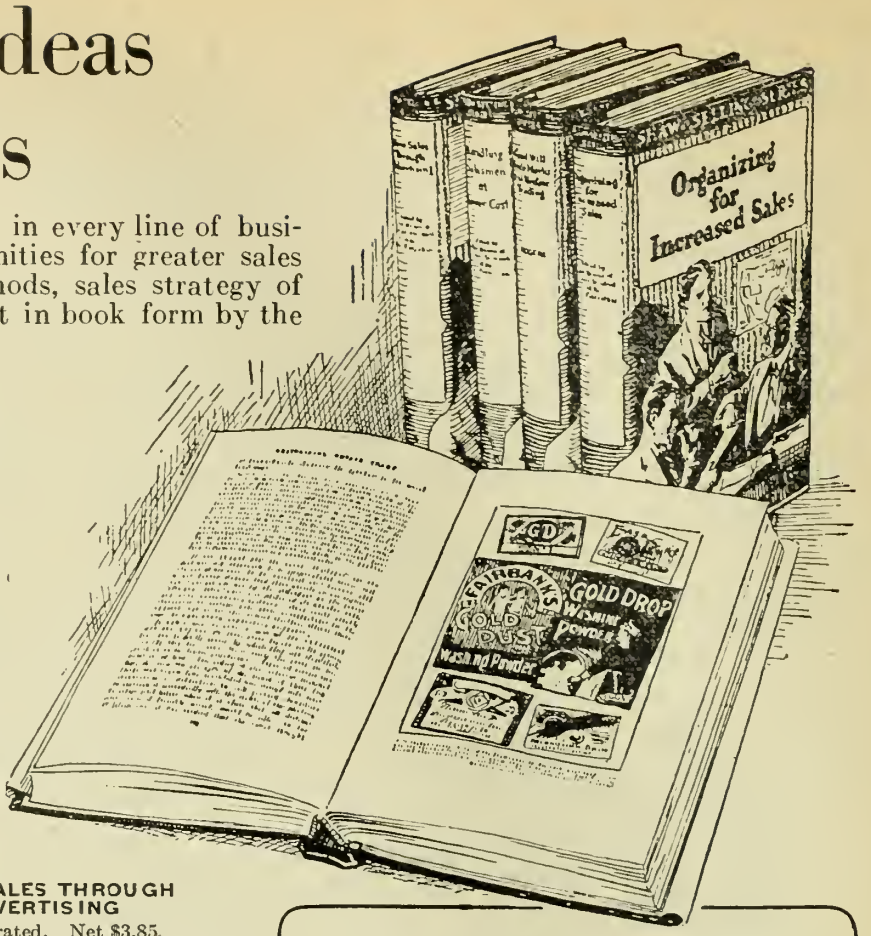
THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

Best Selling Ideas of 1,529 Firms

QUICK, easy, sure ways by which men in every line of business seize to-day's unusual opportunities for greater sales and profits. The experiences, methods, sales strategy of 1,529 concerns tested and classified and put in book form by the System organization.



IN this new series of books the Shaw Bureau of Business Standards presents in detailed manner, freely illustrated, the actual selling experience, —methods and policies which have demonstrated their worth in increasing sales—of more than 1,500 concerns in all lines of business. Every man interested in selling can thus now have at his finger tips vital, helpful information—methods for winning sales and opening new markets, for training salesmen, for cutting selling costs—ideas for getting more out of advertising, using mails to better advantage, developing business by catalog—plans for establishing profitable sales quotas, getting more out of sales conferences, protecting trade marks and good will. Suggestions that any sales executive can use to win more sales and larger profits. You may order the complete library—or the particular volumes you want—on the coupon below.

HANDLING SALESMEN AT LOWER COST.

191 pages, Illustrated. Net $3.85

"How can we get the business?" and "How can we get it at low cost?" are two questions every sales executive aims to answer. But sales methods and systems become impotent as conditions change. New methods often win big results. This book gives you the benefit of the sales experiences of many unusually successful concerns—gathered in a country-wide investigation by the Shaw Bureau of Business Standards. Includes ideas, plans and methods proved profitable in hiring and training salesmen, in paying them, calculating sales costs, lowering them where need be—and in solving the thousand and more questions continually confronting the man who directs salesmen.

ORGANIZING FOR INCREASED SALES.

203 pages, Illustrated. Net $3.85

Phenomenal sales results are often due to ability to **observe, analyze** and **apply** the tested methods of others. Here are ideas and plans that have literally worked wonders for other selling organizations developed and perfected by scores of able sales managers. Tells how to keep tab on salesmen, how to use graphs in checking up sales, how to establish quotas, make sales contests profitable, pick the right marketing plan, etc. Page after page of clear, concise descriptions and effective sales policies—of great value to any man who is anxious to comb his territory a little finer.

MORE SALES THROUGH ADVERTISING

200 pages, Illustrated. Net $3.85

Discusses intimately every phase of advertising appropriations, campaigns, catalogs, direct mail, etc. Shows how to link advertising with selling, win dealers co-operation, "sell" salesmen on advertising, produce house organs. Shows how to cut your costs and avoid advertising that is weak and unproductive. Customers buying habits, average purchasing power, salesmen's advertising aids, all comprehensively discussed.

GOOD-WILL, TRADE MARKS AND UNFAIR TRADING.

288 pages, Illustrated. Net $4.40

How is good will created? What rights does a trade mark give? What constitutes infringement? These and other questions a business man **must** know if his business is to enjoy steady growth and unmolested popularity. In this book he finds the answers, including 158 pages telling how to defend a business from unfair competition.

GRAPHIC & STATISTICAL SALES HELPS.

200 pages, Illustrated. Net $3.85

"Picture" methods of analysing your business clearly described. Just the help many men need to enable them to size up their business problems adequately. Includes much valuable data in the form of comparative figures gathered by extensive investigation. Graphic plans may help clear up your difficulties.

Think what these ideas will mean to you

I—Handling Salesmen at Lower Cost

—how to map out territories for the most effective handling
—how to conduct schools for developing salesmen
—how to hire and train salesmen
—how to keep up preliminary training and maintain the salesmen's interest
—how the employment of specialty men decreases selling expenses
—how proper cost system will lower selling costs
—how to fix a standard of cost for each territory
—how to reduce costs without losing selling power
—3 effective methods for fighting the rising cost of keeping salesmen on the road
—selling talks that have proved successful
—how to develop a sales manual

II—More Sales Through Advertising

—how to make sure of getting the most out of your catalog
—how to compile lists of prospective customers
—how to win dealer's cooperation
—how to make a house organ effective
—how to "sell" the advertising campaign to your salesmen
—how to get better results from direct-by-mail advertising
—how to use testimonial letters
—how to link advertising with selling
—how to check returns
—how to increase turnover through advertising
—how to test the campaign in advance
—how to fit your copy to the market
—how to distribute advertising expense

III—Organizing for Increased Sales

—how to handle expense accounts satisfactorily
—how to get reports on prospects
—how to get the best results from graphs
—how to use maps
—how to establish profitable sales quotas
—how to get the best results from a territory analysis
—how to use the convention
—how to conduct sales contests
—how to pick the right marketing plan
—how to conduct a preliminary investigation
—how 97 manufacturers distribute their products
—how to adjust prices to conditions
—how to follow up selling with service

IV—Good Will, Trade-Marks and Unfair Trading

—how to build up lasting good will
—how to set a value on good will
—how trade-marks differ from patents and copyrights
—how to devise an effective trade-mark
—how to prove ownership of a trade-mark
—what right a trade-mark gives
—how to make a trade-mark legally sound
—how to transfer trade-marks and good will
—how to protect business names
—how to deal with infringers
—how to protect good will
—how far do trade-mark rights extend

V—Graphic and Statistical Sales Helps

—production costs which help in selling
—how to use figures and statistics to best advantage
—comparative costs of doing business in various lines
—location of wholesale trade, number in each state
—average cost figures from wholesale dealers in 11 states
—comparative packing and shipping in various lines
—retail cost figures and what they mean to you
—light, heat and power costs in various lines
—detailed business "death rate" records of various lines
—comparative cost of insurance and taxes in various lines

ORDER NOW THE BOOKS YOU WANT

Add 15 cents for each book for postage.

W. A. LYDIATT, Publisher, 53 Yonge St., Toronto.

Enclosed find money order for $ for which please send me, charges prepaid, the books indicated by check mark.

☐ Handling Salesmen at Lower Cost ☐ Organizing for Increased Sales
☐ More Sales Through Advertising ☐ Good-Will Trade Marks and Unfair Trading
☐ Graphic and Statistical Sales Helps

Name

Street

City

Combining elegance with wearing qualities, Devlin Furs are true to to-day's spirit of sensible economy

THE R. J. Devlin Co. LIMITED

76 SPARKS STREET,

HOME OF "THE FUR BEAUTIFUL"

The scrupulous attention paid to every detail of the season's vogue makes Devlin Furs a necessity to the woman of refinement and fashion

THE R. J. Devlin Co. LIMITED

76 SPARKS STREET

HOME OF "THE FUR BEAUTIFUL"

In the 56 street car systems throughout Canada in which we control the advertising, you will find the advertisements of the most progressive merchants as well as the leading manufacturers.

This combination of publicity where every advertisement has "preferred" position, provides an irresistible appeal to the buyer.

There is no question about the success of Street Car Advertising; it is merely a matter of **degree** of success—dependent upon the appeal you put in your 11″ x 21″ space.

The miniatures above are reproduced from a series of street car cards run in Ottawa for the R. J. Devlin Company, Limited, Furriers.

Right up-to-the-minute in style, the illustrations helped the campaign to immediate success, and sustained it throughout the entire season.

Conspicuousness, enormous circulation and low cost are perfectly combined in Street Car Advertising.

The Canadian Street Car Advertising Co., Ltd.

TORONTO OFFICE
TEMPLE BLDG.

EXECUTIVE OFFICE
BANK OF OTTAWA BLDG.,
MONTREAL

WINNIPEG OFFICE
UNION BANK BLDG.

This Salesman

—Never Eats

—Never Sleeps

—Works Hardest

—Costs Least

—Accomplishes Most

Banishes Work-day Weariness by Saving Countless Futile Steps

MODERN business demands that the costly wastefulness of mis-directed efforts—the work-day weariness of futile steps be saved. As the craftsman with the better tools is always the better workman, so the office man or woman with the better tools can be depended upon for more work and better work.

The OFFICE SPECIALTY Record Desk banishes the countless futile steps required to run to and from the ordinary filing cabinet. It enables the worker to concentrate her mind on the work to be done. With the Record Desk, one clerk can do more work than two working under old fashioned conditions. It helps greatly to eliminate errors and thus improves the quality, as well as increases the volume of work accomplished.

The Record Desk is compact and occupies but little floor space. It is sectional and can be arranged to accommodate any record card file, large or small. It places thousands of card records within arm's reach and combines every advantage of the serviceable desk with those of the ordinary record filing cabinet with every step in between saved.

There is no other desk like the OFFICE SPECIALTY Record Desk, because it is the only one into the building and designing of which go more than thirty years of experience in designing and building office equipment for Canada's more important firms.

This is the age—the day—the *hour* of service. Success is assured only to those firms and individuals who can deliver service. Competition demands speed and accuracy. Good judgment dicates that wasted energy which so makes our work day wearisome, be banished and tasks made easier. The OFFICE SPECIALTY Record Desk will accomplish both in every office where a record filing system is used. Especially desirable in purchasing departments, advertising departments, warehouses, store rooms, and all similar branches of business in which careful and accurate filing and quick availability of the larger card records are a necessity.

System Service goes with all OFFICE SPECIALTY equipment. It does not end with the completion of the sale, but is given free with perfect willingness to all who need it as long as desired. If you have Office System problems to solve, OFFICE SPECIALTY System Service Experts, men schooled and experienced in systematizing and the organization of office routine are at your call. A card or phone message will receive prompt attention.

THE OFFICE SPECIALTY MFG. CO., LIMITED

Home Office NEWMARKET Canada

Export Sales Office—360 Broadway, New York City

Filing Equipment Stores at

Toronto, Montreal, Ottawa, Halifax, Hamilton, Winnipeg, Regina, Edmonton, Calgary, Vancouver

OFFICE SPECIALTY

FILING SYSTEMS

Volume XIV. Number 5 — *Toronto, May, 1920*

Marketing and Business Management

Edited by W. A. Lydiatt

H. C. of Advertising

With rates for space advancing, the advertiser realizes more than ever that he must use every inch and line to the best possible advantage.

Perhaps this realization accounts for the many new clients who have entrusted us with their business since the first of the year.

Under prevailing circumstances, our long experience, complete organization, and thoroughly practical service are certain to attract careful advertisers.

Correspondence should be addressed to

A. McKIM, LIMITED

Advertising Agency,

Montreal Toronto Winnipeg Hamilton London, (Eng.), 8

PUBLISHED BY W. A. LYDIATT AT TORONTO, CANADA

25 Cents a Copy

MAY 1920

$2.00 a year

The Black Jack Poster reproduced herewith is one of numerous concrete examples of the faith of Canadian Chewing Gum Company in Poster advertising. This poster has created much favorable comment throughout Canada. The Company considers that one of the strongest recommendations of Poster advertising is its effect upon wholesaler and retailer, who show in a very tangible manner their appreciation of this effective kind of sales co-operation. It also strongly re-inforces the general campaign effort throughout.

MANY advertisers look forward to the day when they will be "big enough" advertisers to use posters.

Quite natural that they should associate "bigness" with posters, Most people do. All advertisers who use posters look like BIG advertisers. They get the effect of BIG advertising for less than many "small" advertisers spend for publicity.

For the BIG effect at the small expense you must use posters.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative.

Poster Advertising Association

W. W. SCANE, Secretary, CHATHAM, ONT. **OF CANADA**

OFFICIAL REPRESENTATIVES

LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
HARRY DUKER, LIMITED		VANCOUVER, B.C.
CANADIAN POSTER CO.	Lewis Building, St. John Street	MONTREAL
E. L. RUDDY CO., LIMITED	11 E. Wellington Street	TORONTO
A. R. KENT	Kent Building	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
GOULD BAIRD POSTER CO.		HAMILTON

2-Color Advertising in Maclean's Will Speed Up Sales

Enliven your copy and quicken sales action through the use of 2-color run-of-paper advertisements in Maclean's Magazine. Drive home the salient facts of your proposition with greater effect.

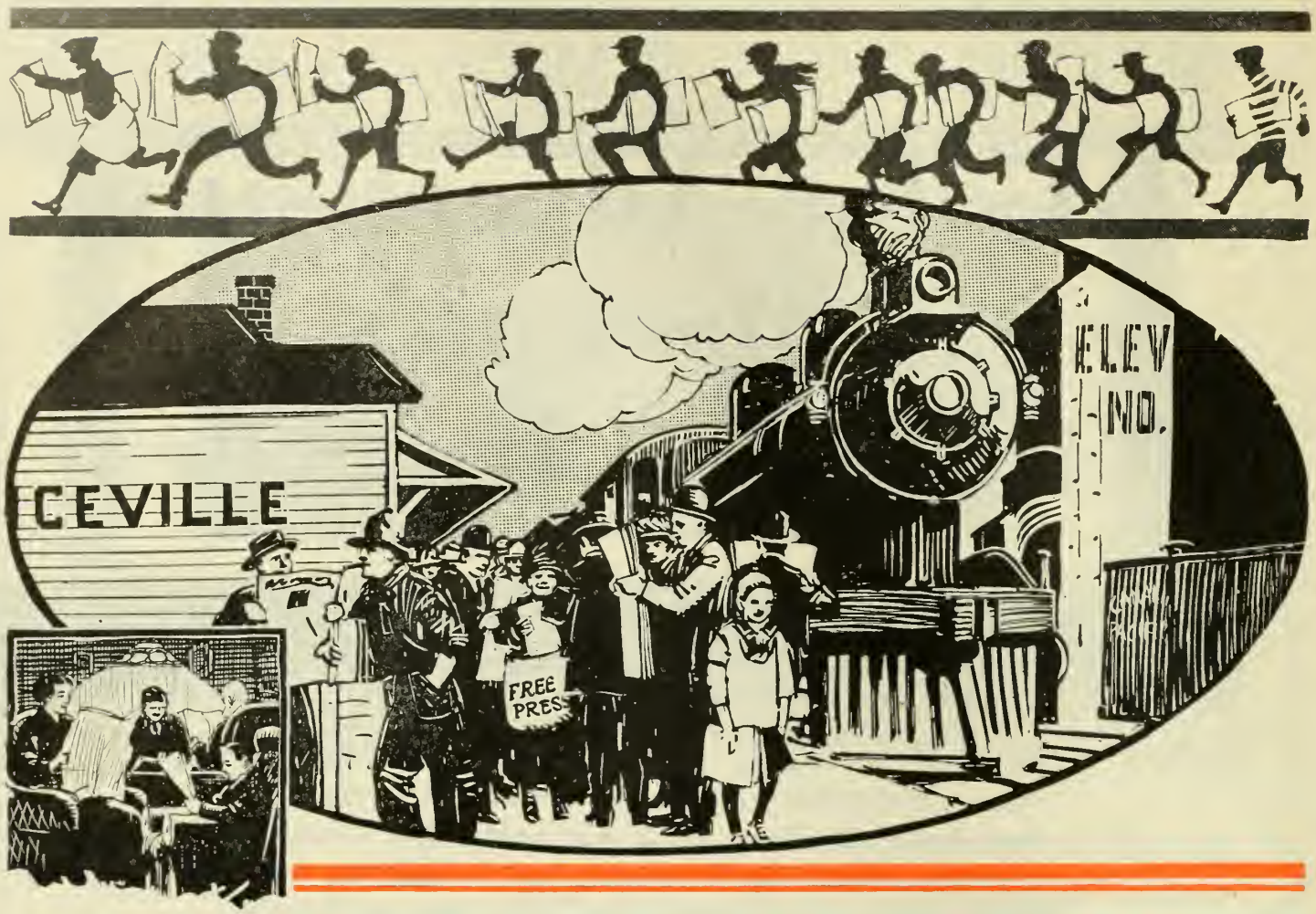
Two-color advertising in Maclean's is a powerful sales force. It multiplies consumer interest and strengthens your working alliance with merchants. It energizes otherwise strong merchandising and advertising campaigns---and at a cost that is but very little in advance of the black and white rate.

Think of the great influence back of 2-color advertisments in Maclean's. Over 80,000 copies of Maclean's are being printed twice a month. Think of the business it is possible to transact with 80,000 families of better than average income---the families of influence in their respective communities.

Ask for detailed information regarding 2-color, run-of-paper advertising in

MACLEAN'S
"CANADA'S NATIONAL MAGAZINE"

The Maclean Publishing Company, Limited
143-153 University Ave. - - Toronto, Canada



EAGER READERS MAKE THOUGHTFUL BUYERS

From the time in 1872 when it was a tiny news sheet, until today, when it ranks with the great dailies of the American continent, *The Free Press* has been eagerly sought by the people of the Winnipeg territory. At the street-corners, on trains, at country railway stations, on the doorsteps of thousands of western homes, hands are stretched out daily for a copy of this paper, which for nearly fifty years has best served the public of Western Canada.

The eagerness with which *The Free Press* is sought in its territory accounts for the remarkable results secured by advertisers in its columns. Advertising on pages so closely scanned cannot fail to pull. Eager readers make thoughtful buyers. Men and women who keep themselves posted on the news of the day are the sort of people who take housekeeping seriously They buy with forethought, and their judgment can be influenced by persistent advertising of worthy products. A year's campaign in *The Free Press* will place you in a solid position in the Winnipeg territory It will solve your distribution problem by convincing jobbers and dealers that you mean business in the West. In no other territory is the consumer quite so prosperous.

Winnipeg · Free Press

Ask Any Advertising Agency

EASTERN REPRESENTATIVE: EDGAR J. GUY
302 ROYAL BANK BUILDING · · TORONTO

"This will mean substantial increases in advertising rates of course. But advertisers will be justified in demanding that newspapers and other publications make a proportionate increase in their rates to subscribers. The publication which cannot get higher subscription rates under prevailing conditions is not worth a higher rate from advertisers.

"Newspapers which longer delay enforcing higher rates to their readers under the imperative necessity of their increased costs will betray the weak hold they have on their public."---From editorial in April MARKETING.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

increased its subscription rates on April 1st to $5.00 a year, (by mail) and 15 cents a week or $7.80 yearly for carrier delivery; 3 cents per single copy everywhere. The London Free Press subscription prices are thus the largest obtaining in Ontario---as they have always been.

Ask any good Advertising agency for complete information about the FREE PRESS and the rich responsive market it serves.

Branch Offices:

MONTREAL - -	E. L. McArthur - -	Room 102, 90 St. James St.
TORONTO - - -	E. J. Guy, - - -	Room 302, Royal Bank Building
CHICAGO - - -	C. W. Wallis - -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall - - - - - - - -	341 Fifth Ave.
ENGLAND - - -	Robt. Houston - -	1 Arundel St., W.C. 2, London

HALIFAX!

The "magic word" that opens the Gate of Success to Advertisers and Agents through the medium of

The Halifax Herald
The Evening Mail
--- and ---
The Sunday Leader

with the following unique GUARANTEE to advertisers in 1920:

That the NET PAID circulation of The Herald and The Mail in Halifax, the capital city of the prosperous Province of Nova Scotia is AT LEAST

300 Per Cent. Greater

than the NET PAID circulation of ANY OTHER TWO Halifax newspapers, in the same territory.

In Halifax, THE EVENING MAIL LEADS "the second evening paper" by approximately 10,000 copies every night.

Rate card and A.B.C. reports and complete information on the prosperous "Maritimes" will be forwarded on request.

THINK IT OVER!

Sets
The
Pace

W. H. DENNIS
Business Manager
HALIFAX, CANADA

Frank,
Free,
Fearless

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY-FIVE CENTS A COPY TWO DOLLARS A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIV, No. 5 TORONTO, CANADA MAY, 1920

HOW MARKET ANALYSIS LOWERS SALES COST

Knowing how much you can sell and where you can sell it is a prime essential of efficient sales management and economical sales cost. Methods of mapping out trade possibilities and charting sales situation

Written for MARKETING by J. B. HAZEN

A KEEN analyst, and a real Bostonian, recently remarked: "Few of us are impartial investigators of the truth. We jump to conclusions arbitrarily, and we are egoistic enough to think that because we have jumped to them the conclusions must be right. When once we have arrived at them we stick to them as to annexed territory."

Of course it is impossible to gauge demand, or consumption, by national population, but, after all, population in itself means very little to successful merchandising. Each sales manager and executive should be most interested in the buying power, the sales possibilities, of each marketing unit. Such data makes valuable material to have in connection with fixing tasks for specific territories and it enables a sales manager to determine just how much business a salesman is not getting that he ought to get. In this connection it is interesting to note that some salesmen are paid on the basis of the business they have failed to get.

THE UNIT SYSTEM

This system contemplates the splitting up of Canada into marketing or buying units. To visualize the plan we will concentrate our sales energy on the Province of Ontario. Each county will be a unit. We will analyze each county right down to the last detail. And still further to visualize the analytical process we will take a trade centre of large proportions—Toronto, for instance.

The forward looking sales manager will make thorough trade investigations: In the first place the sales manager will divide Toronto into sales districts. He may use the Ward system or he may be tempted to employ the Postal District method of territory analysis.

Our man will want to know the population by districts, classified according to nationality; the number of families and dealers in each district, the number of dwellings and apartment houses. He will make a block by block analysis of the buying power of each district. One method of determining buying power of any given district is to base it on rentals paid by the citizens.

And now our man will prepare a Revenue Map. The various sales districts will be shown on the map of the City of Toronto. Each section will be colored to show the average rental or buying power. He can use Red for low rental, Yellow for average rental and good buying territory, and Blue for above-the-average rental.

This Revenue Map will enable our sales managers to choose sections on which he wishes to concentrate—to eliminate sections that are low in buying power—if he has a high-grade product. The map is useful to the sales manager who has a product that appeals to all classes, because it gives him advance information regarding the various districts—it enables him to distribute his salesmen for an intelligent and effective canvass. *It helps him to obtain dealer distribution with a minimum expenditure of time and money.*

CHARTING SALESMEN OVER TERRITORY

Our sales manager will prepare a set of Trade Maps or Route List Maps. He will do this because he wants to help his men conserve their sales energy, help them cut out all waste motion, all guesswork in connection with their Toronto canvass—help them speed up their calls and get a stronger grip on their work.

These Route List Maps will correspond to the Trade Sections as outlines on the colored Revenue Map. These Route List Maps should show the exact location of dealers—arranged in order of call. Attached to each map should be a typewritten list of the dealers, giving the street address of each merchant, his rating and other necessary information.

With a set of Trade Maps in their possession salesmen can cover the various districts without trouble; they eliminate worry and the salesmen are able to concentrate on their sales proposition. It may take some little time to prepare the Revenue Map and the Route List Maps, but it is worth the time and effort. Toronto is not the only city that could be worked in that manner.

TRADE INVESTIGATIONS

Our sales manager will want to know how his line, and competing lines "stack-up" from the jobber, dealer, and consumer point of view. He will require a comprehensive outline of market conditions.

He will want to know how much of each line is being sold in each district and he will find out just how he stands relative to his fixed quota. "Am I getting all that I can get from each district?"

If 55 per cent. of the dealers complain of the manner in which various brands are packed; if 65 per

cent. criticise package inserts; if 70 per cent. claim that containers are decidedly unattractive; if dealers are prejudiced against his or some other sales policy, the advertising, counter displays and window displays he wants to know it, because he can, then adjust complaints regarding his particular proposition and eliminate waste effort. On the other hand, if dealers favor him in every way he wants to know it.

If consumers find fault with his product, complain about the quality, the package and the lasting power of the goods, he wants to know it;, if consumer find new uses for his product he wants to know it because consumer suggestions often lead to increased sales.

Reports of trade investigations should contain only sales facts—they should not be colored by hopes and desires or warmed up by personal interests. Investigators should call on dealers and consumers and secure a composite opinion regarding the product or products under consideration.

Salesmen often turn in valuable reports but their diagnosis is apt to be incorrect. Dealers find it to their advantage to tell a salesman just what is expected of them. When it is necessary to secure information which is largely a matter of opinion, considerable discretion must be used. Every dealer wants to unload his petty grievances and kicks on the salesman. This is apt to affect the salesman's viewpoint so that it becomes somewhat distorted, and this in turn influences his opinions. And another thing; have you ever seen a salesman who would admit that his line was easy to sell? His reports will tend to emphasize petty difficulties.

Canvassers or investigators, especially trained for the job on hand, can be employed to good advantage. Each section can be worked by door-to-door, dealer-to-dealer canvass

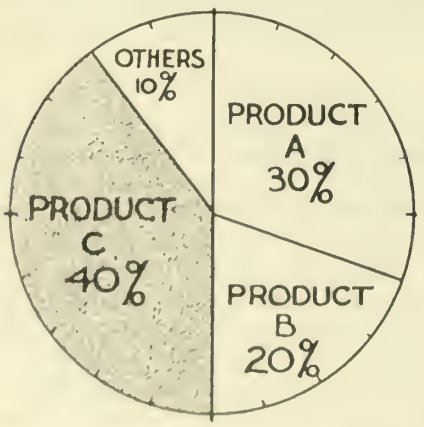


Diagram B

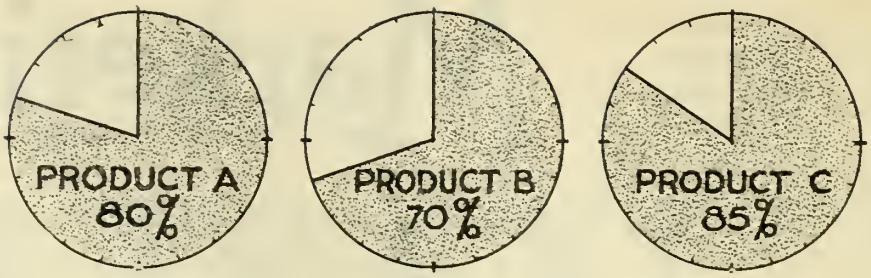


Diagram A. Local Distribution

Reports of these canvassers will be an important factor in determining the potential buying power of each section and supply other valuable, sales information.

Each salesman, canvasser, or investigator sends in reports of the estimated or actual sales of competitive brands in each section. Our sales manager thus has a pretty fair knowledge of the consumption of like products and from these figures he can determine just how much business a salesman is not getting that he ought to get. With chart such as shown in illustrations, A, B, and C, covering the important cities of Canada, a sales manager is extremely well fortified with sales facts. They would show his weak sections at a glance.

All this has a direct bearing on Distribution. With such information at his command a great saving may be effected.

Such facts and figures mean a lot to a sales manager. It may be that there are many of them who cannot go to the trouble and expense associated with such territorial analyses. The newspapers can be of unbounded assistance to such men—to any sales manager.

Manufacturing statistics, number of employees, wages paid, occupations average wage according to trade, bank deposits, shipping, transportation facilities, number of people in various outlying cities and towns engaged in gainful occupation, number of families by sections, number of dwellings, number of retailers in various trades classified according to districts—in fact all information that is apt to be useful to sales and advertising departments can be kept on file for ready reference. (See illustration D, showing how local newspaprs can co-operate with advertisers).

To repeat: Is there in Canada such a thing as a Revenue Map? There should be one in Toronto and every other city of importance throughout Canada.

Toronto is taken as a working example of the last word in merchandising practice. What can be done in a city like Toronto can be done in other sections whether the marketing unit be a city or a county or group of counties. An accurate knowledge of the potential buying power in each section will enable sales managers greatly to facilitate Distribution, increase sales and lower operating costs.

The Retailer

The "workers" mentioned in the commission's report want prices reduced without experiencing a reduction in wages. The only way to do that is to increase Production and Distribution. Industries are carrying a payroll of 50 per cent. more than in pre-war times while, their output in probably not more than two-thirds of the former level. Perhaps it is less than that. It is possible that a saving may be effected in the Distribution of merchandise, more particularly in retailing—and the plan outlined above can be used to advantage.

Judicious advertising can be used as a remedy—a positive element in the chain of co-operation. The advertising should enable the retailers to buy intelligently; if he is not in a position to buy all brands of a certain class of merchandise he can at least buy and confine his efforts to the brands that are intensively advertised in his territory. The salesmen from whom he buys should be able to give him an approximate figure on the number of advertisements coming into his, the dealer's, territory during a given period.

Distribution does not end with the

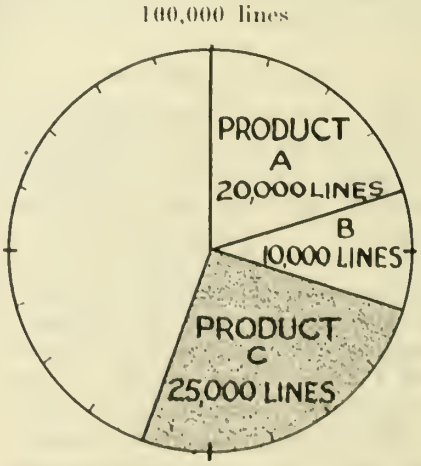


Diagram C
Comparative advertising lineage local newspapers three leading products

Merchandising Service Department of Daily Newspaper

ANALYSIS OF MARKET

Thorough trade investigations both before and after inauguration of campaign.

Attitude of dealer and consumer toward proposition under consideration. Number of dealers in various districts. Charts showing sales percentages and possibilities.

Checking up on sales—effect of advertising on local territory.

ANALYSIS OF POPULATION

Division of territory into sales districts.

Classes—nationalities—location of classes. Number of families in various districts. Buying power in various districts. Revenue map of city showing buying power. Show trading centres in city—show characteristics of centres.

DISTRIBUTION

Help on sales plans—location of responsive sections. Helping salesmen—route list maps showing exact location of dealers. Securing window displays, enthusing dealers, securing dealer co-operation, dealer influence, dealer bulletin, a publication to dealers of the city.

Diagram D—Showing how a newspaper can co-operate with advertisers

goods being placed on the dealer's shelves.—It does not end until the consumer buys the merchandise. And that brings us down to the question of "turnover." Manufacturers, newspapers, magazines with Trade Aid Departments, and the Trade Publications can co-operate to the end that all dealers shall become well posted on the question of "turnover." Such a publication as the Retail Merchants Globe, for instance, is in a position to render valuable aid along such lines.

We will assume that the turnover on the entire stock in a grocery store will probably average about ten a year. It is obviously to the merchant's interest to specialize as far as possible in merchandise that turns ten or more times a year, and to carry a minimum stock of goods that turn less than ten times. The higher rate of turnover, the lower the net profit he can be satisfied with for many small profits will outweigh a few larger ones.

Also we will assume that a merchant's profit is in selling the last third or last fourth of every case or lot for it takes the first two-thirds or three-fourths of every case or lot to pay for the goods. As advertising men and salesmen we should drive home these facts and show merchants how advertised products of merit sell up to the last package in the case or lot.

Unknown goods are naturally slow sellers, and anything that delays the sale of merchandise to the consumer must as naturally clog the wheels of Distribution.

Let us analyze our marketing units and base our sales and advertising campaigns on the buying power of each unit. It will enable us to sell up to "quota" in the weaker sections and to relieve congestion in "saturated" areas. It will simplify Distribution.

❦ ❦ ❦

Refuse Hearst Advertising

A number of Canadian newspapers have been having a good deal to say about the desirability of barring the Hearst publications from entering Canada. But these same publishers, in some cases, do not hesitate to accept large advertisements seeking to use their influence to promote a larger sale of Hearst magazines in Canada.

Other publishers are more consistent, however. And Marketing hears of one Canadian advertising agency which refused to handle the Hearst Canadian campaign. The Regina Leader and Saskatoon Phoenix have announced their decision to bar the following Hearst publications from their advertising columns:

Cosmopolitan	Harper's Bazar
Hearst's	Good Housekeeping
Motor	Motor Boating

The Toronto Globe has also refused to accept this advertising. Are there others? If there are, we will be glad to include them in a list of such papers in next month's MARKETING. We believe many of our readers will be interested in learning which papers have taken this action.

J. J. Gibbons Limited advertising agency is placing the Canadian advertising of the Hearst magazines.

❦ ❦ ❦

A. McKim Limited, Advertising Agents, have opened a Hamilton office in charge of B. B. Stewart, for several years with their Toronto office. Mr. Stewart is well known in advertising circles, and has many friends, who will be glad to learn of his promotion.

❦ ❦ ❦

An extensive Canadian advertising campaign in behalf of "Orange Crush," a new fountain and home drink is under preparation by the McJunkin Advertising Agency, Chicago. Copy will appear shortly in a number of newspapers and magazines in Canada.

❦ ❦ ❦

Kodak Takes Baker

The Canadian Kodak Company, Toronto, the Canadian branch of the Eastman Kodak Co., has placed its advertising in the hands of the Baker Advertising Agency, Toronto. Heretofore it has been handled both direct and through the Frank Seaman agency of New York.

IS A TAX ON TURNOVER COMING?

Rumored that Excess Profits Tax will be Replaced by a Tax on Sales—What Advocates and Opponents Think of this Suggested Method of Taxation

NOW that the term of operation of the excess profits tax has expired, there is a great deal of interest and speculation as to whether this tax will be renewed or whether the Government will adopt some other means of raising the necessary revenue. More than one substitute for the excess profits tax as been suggested, but perhaps the most interesting, and certainly the most controversial suggestion in this connection, is a tax on *sales* or *turnover*.

There is a strong feeling among business men that the excess profits tax should be discontinued. Business interests generally are strenuously objecting to the prevalent habit of branding the honestly successful business man as a profiteer, and of singling him out for adverse legislation as well as unworthy epithet. Baron Leverhulme has put the views of the business world in this regard very clearly in the following words:—

"A feeling has been running through the country that the primary sin of a business man is success. The man who has the ability to create, develop, organize and produce is considered as one who must be specially curbed, checked and controlled.

"Our war debts have to be paid by the persistent efforts of all to build up an enormous home and export trade. Taxation of wealth only means taking money from one pocket and putting it back into another.

"The greatest disservice we can do the nation is to preach the doctrine that success is profiteering. There should be no interference with the enjoyment of the fruits of industry during the life of the producers."

It is natural to suppose, therefore, that the possessors of the above point of view, would welcome any really effective substitute to the excess profits tax, as a means of raising the necessary revenue in what seems (to them) a fairer, and less discriminatory manner. The average business man feels that the excess profits tax has placed a real handicap on business growth. He also feels that this form of taxation adds to the general cost of products, which is passed on to the consumer. There is little doubt that some prices are advanced arbitrarily with this added tax as an excuse. There is also very little doubt that in many such cases, the very people who benefit by these added prices are themselves finding ways and means of evading the application of the tax. The business man who meets the requirements of the tax in every particular—and his name is legion—frequently benefits less than his competitor, who is willing to "cut corners" when considering his tax obligations.

In its more general aspect, moreover, an ever-growing number of well-informed people feel the excess profits tax does stifle somewhat the keen determination to achieve ever-increasing efficiency and success by the process of taking away some of the fruits of success. And the country greatly needs such efficiency in the present crisis. The following remarks by a strong opponent of the excess profits tax in the United States will also serve to set forth another point of view which must be considered:—

"To continue to raise great amounts by excess profit taxes and heavy income taxes, means the complete elimination, in our opinion, of the resources of the investors upon whom this country and its enterprises have been dependent all these years, to furnish such new capital as commercial and financial developments required. Before the war there was an army of investors, small and large, who could be counted upon to absorb an amount of securities, running into hundreds of millions. This army has now completely disappeared, and many of these same investors, owing to the increased cost of living, with heavy taxes, are practically consuming a portion of their capital to meet living expenses.

"The fact that enterprise is handicapped by a heavy profits tax makes for ultra-conservatism on the part of the speculative investor, who must pay out a large percentage of his profits, if any are made, but who must stand 100 per cent. of his loss, if his judgment is at fault."

To a considerable extent these remarks are also applicable to present Canadian conditions. For some time past, rumors have been in circulation to the effect that a tax on sales or turnover may replace the excess profits tax, and possibly much of the income tax, in Canada. It has been further rumored that the new tax, if decided upon, would be on the basis of one per cent. on all sales—or one per cent. on two, three or more occasions, depending on the number of steps in the distributive process through which the particular article passes.

The proponents of this suggestion claim that such a tax would produce in the aggregate an amount large enough to make it possible to do away with the excess profits tax, and to materially lighten the surtax on income. They claim that this new method of taxation would bear so lightly upon the individual that its effect would be scarcely perceptible by him. It would be, in effect, a flat percentage levied on volume of business—turnover—to be paid monthly by every association, partnership, corporation or individual in business. Presumably in the case of banks, brokers, jobbers or commission men, the percentage would apply on *gross income before payment of operating expenses*, not on the gross volume of business handled.

In discussing this proposition, the *Bache Review* remarks that "the advantages of this tax are that it would be paid by everybody in the country, and might lead to thrift, since those who wished to avoid paying taxes would only have to decrease their expenditures."

The *Review* goes on to say (speaking of conditions in the United States)—

"If any such amount can be raised as would appear probable, predicated on the figures submitted, all income taxes on incomes of $5,000 or less would become unnecessary, and a nominal income tax on all other incomes would be sufficient. To-day an income of $5,000 pays between $120 and $160. Under the new tax, if it is expended in toto for the purchase of commodities, the income of $5,000 would pay a tax of $50, assuming that every article purchased has had the tax added and the consumer has had to pay it. But on many articles the tax is so small that it is absorbed or paid by the seller out of his normal profits and not added to the purchase price.

"This tax can only be consistently levied and collected if paid by the seller, and should be evidenced in the working out of the tax by stamps on receipts, where books are not kept, or by charges against turnover as shown by merchants' books less any allowance for stamps given on receipts. It would be the simplest tax that could

be collected, and there need never be any dispute as to the amounts of individual taxes, as now arise in a multitue of cases under the present tax laws. It will require a very much smaller staff to collect, and practically no expert service. It will materially reduce the expenses of the Government in collecting taxes, and the yield can be very closely figured, and cannot materially shrink or increase by temporary developments in values or the volume of trade, since the turnover in the volume of the country's business rarely fluctuates more than 10 per cent. in a year.

"The analysis appearing herewith show the tax of one per cent. worked out for two of the most important products of the country, and while this shows that the tax is duplicated several times during the progress of these commodities through business channels, the tax only falls once upon the same class of business men. In the case of bread, the ultimate purchasers do not have to pay more for their loaf, and the tax would be absorbed by the seller in the various movements which the wheat makes until it reaches the ultimate consumer. On beef products the maximum increase due to this tax would be one cent per pound."

The advocates of this method of taxation make out an interesting case, but there is another angle to the question which is worthy of serious consideration. The figures given previously deal with articles of food into the preparation of which for public use, very little of other elements enter. But when a fabricated product is taken into consideration, the same favorable result can hardly be arrived at. For example, take a suit of clothes, into the making of which various commodities enter. The mill would be taxed perhaps seventeen or eighteen cents on the cloth when sold. The wholesaler would pay, on this basis, approximately twenty cents when the cloth was sold to the tailor. Trimmings, thread, buttons, etc., would all bear their import. Then on a $50 suit, the tailor would pay 50 cents to the Government. Thus the tax would more likely reach two, or in some cases, three per cent. by the time the finished product was placed in the hands of the ultimate consumer, depending on the number of steps in the distributive process involved.

For this reason the opponents of the tax on sales declare that the latter method of taxation, instead of being imperceptible to the ultimate consumer, as its proponents declare would, in reality, result in a considerable addition to the overwhelming

Calculations of the Tax on Beef

In the same way the tax-result on beef may be estimated as follows (result on steer killed in July 17, 1919, lot 301):

Cost of Live Animals and Expense in Killing and Disposing of Resulting Products

Live weight, 1,202 lbs. @ 16.34 per cwt.	$196.41
Expense and labor, buying, killing, driving, yarding, feeding, refrigeration, etc.	8.85
Cost of selling (branch house expense) 86c. per 100 lbs.	6.10
Freight to branch house 710 lbs. @ 69c.	4.90
Total cost	$211.26

Amounts Received for Products Sold

Fats—85.8 lbs. @ 18.81 per 100 lbs.	$16.14
Hide—78 lbs. @ 32.71 per 100 lbs.	25.51
Offal—Edible and inedible @ 41c. per cwt. (live weight)	1.93
Dressed beef—720 lbs. less shrink 10 lbs.—net 710 @ 23.99 cwt.	170.33
Total Selling Price	$216.91

How the Tax Would Affect the Consumer

	Price	Tax
If we analyze these figures, we find that the cost to the packer of one steer would be	$196.41	
The tax of 1 per cent., to be paid by the farmer or the seller, would accordingly be		$1.96
Following up the 720 lbs. (net 710 lbs.) of dressed beef, the selling price of this would be	170.33	
On which the tax paid by the packer would be		1.70
The total tax which might be added to the beef, first by the farmer and then by the packer, would thus be, when the beef reached the retailing butcher		$3.66
Dividing this tax up among the net 710 lbs. of dressed beef, we find that the tax on each lb. would be		$0.005 +
If the butcher sold the beef at, say, an average, all cuts, of 40c. per lb., his tax would be four-tenths of a cent per lb.—or two-fifths of a cent		.004
The total tax thus far, if added to the price to be paid by the consumer, would thus amount to		$0.009

which is a little less than 1 cent a pound on beef. This includes all taxes from the farm, to the packer, to the butcher and to the consumer.

Application of This Tax on Bread

In estimating the effect on the price of a loaf of bread, the tax would be levied first when the wheat leaves the producer: second, when it leaves the miller; and third, when it leaves the retail grocer or the baker. Prices and taxes would be as follows:

When It Leaves the Farm

	Price	Tax
One bushel of wheat would be sold for, say	$2.00	$0.02

When It Leaves the Miller

4½ bushels of wheat to the barrel, with flour averaging $12 per barrel, would make one bushel of wheat in flour, worth	2.67	.0267

When It Leaves the Baker

A barrel of flour makes from 260 to 270 loaves of bread. One bushel of wheat is two-ninths of a barrel of flour. This would make 60 loaves to a bushel of wheat. Figuring these 60 loaves at an average of 8c. to 9c. per loaf, price would be	5.10	.0510
This would make the total tax on all sales of a bushel of wheat, from wheat, to flour, to bread		$0.0977

This tax thus far—approximately 10c.—is the total price to be added to the 60 loaves of bread on account of the 1 per cent. tax on sales progressively from the farm to the consumer.

This total tax, if passed along, is so small, amounting to less than one-sixth of a cent per loaf, that it could not be added to the price per loaf to the consumer. It would probably be passed on by the miller and be paid by the baker; but would be such an infinitesimal reduction from his profits that he would be almost totally unaffected.

These calculations are based on only three sales, from farmer to consumer: but if one or two more sales of the wheat take place it would still leave the tax at a small fraction of a cent to the loaf.

Further than this, it is stated that bakers do not bake half the bread used. Many domestic users buy flour from grocers and make their own bread. This further reduces the individual tax.

burden already borne by the latter. Therefore, more than one trade association has already passed strong resolutions against any such innovation, claiming that it would be a direct tax on consumption, just as the cost of materials, wages, rent, and other elements in production now is.

The excess profits tax has many friends in Canada. One influential publication thus states the case in its favor, while deprecating any suggestion for a tax on sales—"Most firms do not make excess profits. The company making seven per cent on capital pays no tax, and has evidently not charged the consumer too much. The graduated taxation provided for on all profits above this figure unquestionably discourages the taking of grossly excess profits. Not many business firms will incur the odium of forcing prices up to where they will yield over 20 per cent. only to hand over three-quarters of this extra profit to the Government. We may be sure that the movement in favor of a tax on sales does not come from the consumers, but from concerns who do not desire to hand over large sums which must be held in abeyance to meet the excess profits tax."

An aggressive retail merchant also pointed out another seeming anomaly in the proposal for a tax on turnover. "Suppose I do a business of $200,000 per year, at a very low margin of profit; let us say that I make it a policy to push all advertised brands of merchandise which give me a greater turnover at a lower percentage of profit. Under the suggested turnover or sale tax, I would be actually paying more money to the Treasury than another merchant whose turnover was less than half mine, yet who might be a real profiteer in every sense of the word. In other words, it would amount to this: I would be penalized for rendering a superior service to the public."

The above brief discussion of some of the angles from which the rumored tax on sales may be considered, indicates that while there are undoubtedly powerful influences at work to bring it about, there will be equally determined opposition to such a method of raising revenue. Many are wondering whether this is the "new Canadian fiscal policy" hinted at in the Hon. C. C. Ballantyne's Montreal speech. This policy was described in negatives as being, "not class legislation, not free trade, nor the granting of favors to anyone. It will cover the diversified interests of Canada, while yielding the necessary revenue." Such a description might possibly be stretched to cover a tax on sales—or it might cover almost anything else in the line of a coherent policy, if the definition be left to our solons at Ottawa.

* * *

Postal Rates to Push Publishing Costs Still Higher

Increases of 100 to 800 per cent. in second-class rates is proposed by postal authorities. Imitation of U.S. zone system recommended, though it would mean little increase in revenue. Publishers strive to maintain flat rate policy.

HIGHER costs are hitting the hard-pressed publisher on all sides. Of the increased paper, labor, engraving, equipment and other production costs we have already had some experience, with more to follow. Probably the only item which has not yet appeared in the list of demands for more money has been the postage—and it is now proposed to make publishers pony up for this not inconsiderable expense of publishing to the tune of 100 to 800 per cent. more. Briefly stated, it means that the Post Office Department wants about a million dollars a year additional out of the coffers of Canadian publishers.

Generally speaking, the publishers recognize the justice of higher postage rates on periodicals. But one jump from ¼ cent a pound to 1 cent a pound is regarded as extreme. It has been suggested that the increase should be gradual, spread over a period of one and a half to two years.

But the chief objection registered by publishers is against the suggested zone system, in imitation of the plan adopted in the United States about two years ago. Our postal authorities recognize that the plan of charging a higher rate on that portion of publications devoted to advertising would fail to raise any material revenue, as the trouble and expense both to the Department and to publishers would be so great as to make collecting revenue therefrom null and void and lead to constant friction.

Outside a zone of 300 miles, however, it is proposed to charge a rate of 2 cents a pound. That is, papers and periodicals carried more than 300 miles from point of mailing would be subject to double rates of postage. That this would tend to discourage the reading of Eastern publications in the Western provinces evidently does not concern the postal authorities, though they recognize that "from a national point of view it might be a better thing for Canada if she had more national periodicals of her own and were not so dependent on the magazines of the United States. It might not be considered the best policy to inflict zone rates on the few magazines we have, and certainly there will be very little revenue accrue to the Department if this is done."

Several deputations of publishers have visited Ottawa to protest against some of the proposed changes before they are incorporated in the bill which is to be submitted to Parliament at an early date.

Newspaper, magazine, farm and business paper publishers have each made separate representations to the Postmaster General emphasizing their particular claims to consideration, and will carry their objections further if the bill, as finally submitted, includes any of the most objectionable features. The publishers postage bill is going to be substantially higher, however, without a doubt.

Just what the increased costs which have been piling up on publishers amount to is illustrated in the case of a large metropolitan daily which will have to meet increases totalling over $250,000 during 1920. Yet the bulk of its subscriptions will have to be filled at the rates prevailing last year, and most of its advertising carried at last year's rates because of contracts which it is under obligation to carry out.

Little wonder that publishers are no longer able to continue rates based on costs of years ago, or accept advertising contracts a year or longer ahead. Very substantial increases in both advertising and subscription rates must be effected immediately if the publisher is to maintain his standard of service to readers and advertisers and survive. The publisher is doing highly speculative business in accepting advertising contracts at a fixed rate for the next twelve months. It is difficult to determine a fair selling price when he doesn't know how high his costs are going to jump.

* * *

"Agricultural Alberta" is the name of a new monthly journal devoted to farming interests, just beginning publication in Edmonton. It is being printed by the Esdale Press of Edmonton.

THE ZONE SYSTEM---A CONTROVERSIAL POSTAL QUESTION IN THE U.S.

The suggestion that zone rates of postage on publications be established in Canada promotes the question; "How is it working out in the U.S ?" where it has been tried? This is answered by a special article from Washington

Written for MARKETING by WALDON FAWCETT.

CANADIANS, pondering the advantages and disadvantages of a zone system of postal administration, may find it difficult to form conclusions from the object lesson across the border. After some months of practical application, the zone plan remains very much a controversial question in the United States. So much so, indeed, that a spirited effort is now in progress to persuade the national legislature at Washington to reverse its judgment and abolish the graduated system of mail fees which exacts a charge proportionate to the distance that the piece is carried.

Arrayed in advocacy of the elimination of the zone system are the publishers of magazines and weekly periodicals of national circulation and some publishers of metropolitan newspapers, albeit many of the publishers of smaller newspapers of local circulation within a restricted area remain unperturbed by the new arrangements. Supporting the aggressive publishers are considerable numbers of national advertisers who feel that the zone system operates to place an unjust burden upon advertising and that it is an influence for sectionalism.

Energetic in defence of the zone system are the officials of the U.S. Post Office Department who are swayed by the considerations that prompt any business man to endeavor to augment by all possible means the revenues of his business. The postal executives have convinced themselves that it costs several times the amount per pound to transport second-class mail that is received, even under the zone schedule of charges, and naturally they are loath to see a return to a basis that, in their eyes, would result in an even greater disproportion between receipts and expenditures on this class of mail matter. Supporting the postal authorities in their resistance to the overthrow of the zone system are certain individuals and organizations that desire to bring about the reduction of U.S. letter postage from two cents to one cent per ounce and who feel that this concession may the more readily be attained if the supposed deficit on second-class mail be cut down through increase in the rates.

The zone system, as applied to periodicals, forms in the United States a lasting bone of contention but in addition there is another aspect of the zone system which in that same environment has latterly become quite as incendiary. This has to do with the treatment of catalogues and similar trade literature in the U.S. mails. As our readers know, the domestic parcel post system of the United States is operated on the zone plan, the territory between the Atlantic and the Pacific being apportioned in eight zones or belts, coincident with the zones for periodicals. The parcel post was created to facilitate the transportation of merchandise, and especially of farm produce, but among the eligible merchandise is *books* and some time since, the U.S. Postmaster General, in exercise of discretion conferred upon him by Congress, decreed that the large catalogues of the big mail-order houses, located in New York and Chicago, (catalogues that weigh as much as 5 pounds each) should be classified as books and admitted to the zone system at parcel post rates. Then the fun began, and it has continued with growing intensity down to the present day when the U.S. Congress has before it a bill to exclude catalogues from the zone system and compel them to pay, in all instances, a flat rate, known technically asthird class.

The dissatisfaction which has been occasioned by the opening of the zoned parcel post system to catalogues has been due to the clever ruse evolved by the mail-order houses to secure distribution for their *big books* at a minimum of expense. The average mail-order giant has, at strategic points throughout the United States *branch offices* or regional or district warehouses. Accordingly, when the zone boon became available there was adopted the plan of shipping the large catalogues by freight from the point of publication to the various distributing points. The catalogues had been separately wrapped and individually addressed at the home office and all that was required of the man at the outpost was to drop them into the mails for local distribution.

This formula is used to date with entire satisfaction to the large merchandisers by mail. The catalogue publisher obtains his *long haul* by freight at a minimum of expense and then the catalogue, for the final stage of its journey, goes into the U.S. mails for house delivery—perhaps for delivery at an isolated farmhouse —at the low first or second zone rate. The net result is that the bulkiest catalogue issued in the United States is, by this joint freight and mail journey, delivered to destination at an expense of 9 cents, on an average, as compared with an outlay of 40 cents that would be required were the entire journey from the point of publication to be made in the mails at the standard rate for *printed matter.*

Resentment over the inequalities of catalogue distribution have arisen principally because the users of small catalogues have been denied access to the parcel post with its zoned fees and have been compelled to pay the flat rate. Probably the small catalogue publishers, with no branches to facilitate local distribution and with insufficient catalogue circulation to secure minimum rates on shipments by fast freight, would be unable, in any event, to follow the example of the mail-order houses but, be that as it may, the spectacle of a *double standard* for sellers by catalogue has brought dissatisfaction. Hence, we have the pending proposal to put in force a law that would compel the collection of a flat rate of postage on all catalogues. Supposedly this would result in the government being entrusted, by all parties, with the entire task of catalogue distribution as it would cost no more to send a catalogue 50 miles than to send it 3,000 miles.

If there is one moral above all others pointed by the situation in the United States during the past few years it is that which proclaims the unwisdom of any attempt at a general revision of postal rates without the guidance of authoritative figures on the cost of handling each class of mail. There is recognition by both parties to the

debate in the United States that this lack of authenticated cost figures has given opportunity for argument and controversy that could not have survived in the face of conclusive, detailed statistics. The latest scientific investigation of the cost of handling U.S. mails was made some years ago and for all that the figures then obtained are constantly resurrected in debate, the fact of the matter is that this examination was made so long ago and commodity prices, labor costs, etc. have undergone such change in the meantime that the figures are of little value. To further complicate matters, there remains unanswered the perennial question whether each class of mail should be individually self-sustaining or whether second-class mail is entitled to special privileges by reason of the volume of first-class mail inspired by the advertising it carries. It is just because of this lack of incontestable cost figures on which to base a postal policy that one of the sections of the prospective legislation in the United States calls for the appointment of a commission to ascertain the actual cost of the second-class service in all its various branches in order to determine the principles upon which the charges should be equitably assessed.

One of the most serious indictments drawn against the zone system in the United States and the plan of charging an excess rate upon the advertising sections of newspapers and periodicals consists of the claim that this exaction has operated to drive numerous publications out of existence. Not only has there ensued in consequence the economic loss that is supposed to result from the collapse of any business enterprise, but the result has been reflected on the postal revenues. Thus, during the first year of the operation of the new plan in the United States, the U.S. Post Office Department received, in increased income, 11 per cent. less than had been counted upon from this new source. By an unfortunate coincidence this innovation in second-class mail charges has been paralleled by increased costs of production in the publishing business and especially by a soaring of the prices of print paper. Thus it has been possible for the advocates of the zone system and excess charges upon advertising to argue that the recent heavy mortality in the U.S. publishing field is due to these causes rather than to the revision of postal arrangements. Be that as it may, the showing that there are 2,500 less newspapers in the United States to-day than there were when the stiffened rates went into effect, constitutes Exhibit A in this case.

The question has frequently been asked, and it has, indeed, been propounded during the current Congressional hearings at Washington whether the publishers and advertisers of the United States, in the light of twenty-one months experience, find the greatest objection to the zone plan or to the increase in rates, particularly the increase in the cost of transmitting the advertising sections? The question has been answered both ways, and some witnesses have hesitated between the two burdens. The zone system, aside from the physical handicap that it has laid upon circulation, has placed before the publisher the difficult alternative of discriminating between subscribers in different sections on subscription price or of averaging the increase for all subscriptions with the result that some subscribers are, of course, called upon to pay more than the postal increase would warrant in their individual cases. The business conditions in the United States this past year or two have been such that the differentiation between advertisng and reading matter has not yet been reflected in a decrease in advertising volume. What it has done, however, is to put the average publisher of a newspaper or periodical of any prominence to an expense of several thousand dollars a year for clerk hire for the measurement and computation of the advertising space in his issues. Incidentally, it may be noted, that in the average U.S. post office of any size several clerks now devote their entire time to verifying and checking up the tabulations of advertising space.

There can be no question but what the effect upon the Congress of the United States of the opposition to the new postal arrangement has been less than it might have been but for the fact that the protestants have not been in absolute accord in their objectives. The newspaper interests, on the one hand, conducting in most instances, circulation within more or less restricted areas, have in the expressions of such bodies as the American Newspaper Publishers' Association, been committed against the proposition of charging a higher postage rate on advertising than on reading matter, but have not been united or insistent with respect to the zone system. On the other hand, the periodical publishers, as their sentiment has been voiced through the National Association of Periodical Publishers, have laid the greatest stress upon opposition to the zone system. Upward of 300 U.S. publishers have *zoned* their subscription rates in sympathy with the graduated postal charges and their experiences with subscribers who object to being penalized because they happen to live in remote parts of the country has impelled them to strongly oppose the zone system as wrong in principle.

It should perhaps be noted in passing that it has contributed to the present confusion in the United States that publishers have not followed any set formula in readjusting their subscriptions in deference to the zone system. Comparatively few publishers have inaugurated a full-zone system—that is have *stepped* their prices to subscribers in exact harmony with the postal schedule. Rather have most of the publishers sought to soften the blow for subscribers and spare their own bookkeepers by adopting, according to their own lights, a lesser number of zones that the U.S. Government has prescribed. Some of the publishers operate under a two-zone system. That is to say all subscribers located west of the Mississippi River pay a higher rate than those east of this natural dividing line. Other publishers have inaugurated, respectively, three-zone, four-zone and five-zone systems of their own making.

Representatives of the smaller publishers appearing before the U.S. Congressional committee that has lately conducted hearings on the subject have argued that the inevitable effect of a zone system followed to its logical conclusion will be to confer a virtual monoply of the publishing business upon the large and powerful publishing houses and to crush out the smaller interests. One basis for this premise is that the leading publications will be enabled by reason of their large circulations to ship by freight and distribute by private carrier systems at much lower cost than charged by the Government whereas the small publishers, without a volume of business to warrant such independent action, must perforce rely solely upon the mails at disproportionate expense. It has been detailed to Congress that certain publishers already have in full effect, such private systems of distribution making use of motor trucks for long distance haulage of their publications and that they are obtaining distribution via this medium at a cost much lower than the postal charge for the same service. It has been further represented to the legislative arbiters that an effect already apparent is that the publishers who have elected to eschew postal distribution is so far as possible are concentrating their circulation efforts in the towns and cities where special arrangements for distribution are possible and are disdaining rural circulation.

That the disposition of the publishers in the United States to follow

the zoned postage rates on the advertising sections of publications with some sort of graduated subscription price is obnoxious to some persons resident far from the publishing centres is indicated by the fact that a member of Congress from California has introduced in the national legislature a bill that, if enacted, would deny the privilege of the second-class rate to any publication that undertakes to charge different prices for subscriptions in different parts of the country. Some publishers have sought to minimize the effect of the zone system by removing their publishing plants from the Atlantic seaboard to points centrally located, geographically speaking. Yet other publishers have arrangements for the simultaneous printing and mailing of each issue at a number of widely scattered points. And some have adopted the plan of issuing sectional or regional editions, affording not only opportunity for specialized reading matter but, incidentally, for sectional concentration of advertising appeals.

Incident to the discussion in official circles in the United States of the zone system and the double standard of rates applicable to reading matter and to advertisements no little hard feeling has been occasioned by the disposition of the postal officials to take, for illustrative purposes, in the appraisal of service, costs, etc., not ordinary, normal issues of periodicals but copies of special editions where the disproportion between reading matter and advertising space is especially marked. Especially have there been chosen as *horrible examples* the annual review or exposition numbers of trade papers or business papers—journals which have shown in some instances a ratio of 500 pages of advertising to 100 pages of reading matter. In the same connection the postal officials who are opposing the efforts of publishers for a remission of present charges have criticised as a newly-disclosed *abuse* of the second-class mail privilege, the plan whereby firms such as the Buffalo Foundry Company have inserted complete catalogues in the advertising sections of trade or technical periodicals.

The latest expression from the U.S. Post Office Department to Congress, facing pleas for abolishment of the zone system, are in confirmation of the conviction that the existing U.S. zone law is *the fairest law* that can be enacted. The postal administrators insist that the equitable arrangement of rates of postage between the different classes of mail cannot be accomplished in one year or maybe in five years but must cover a period of years. That is why the postal executives stick to their contention that the boosting of rates, via the zone plan, should spread progressively over a span of years, making the increase gradual. In answer to questions propounded by a Congressman, Mr. John C. Koons, First Assistant Postmaster General of the United States, said that he was inclined to think that U.S. publishers have violated the spirit of the present postal law by *zoning* the subscription prices of their periodicals—that is zoning publications as a whole in the face of the fact that the newly invoked zone rates apply only to the advertising sections of the publications and that a flat rate yet obtains on reading, educational and news matter. Members of Congress who find fault with this policy on the part of the publishers take the view that the advertisers in a publication should be made to bear the entire zonal burden and that subscribers should bear no part of it nor be placed on a zone basis. Publishers have retorted that advertisers have been made to shoulder a share of the burden via increased rates for advertising but that, in as much as the average subscriber purchases a periodical out of a desire to consult the advertisements as well as to peruse the reading matter it is only fair that he bear some part of the new burden.

As is always the case when second-class mail policies are under discussion at Washington the issue is apt to be joined on the case of the *Saturday Evening Post* by reason of the large volume of advertising carried. At a recent conference between Post Office Department officials and members of Congress, the First Assistant Postmaster General estimated that the advertising revenue from the average issue of the *Saturday Evening Post* approximates (on the basis of $10,000 a page) an aggregate of $1,000,000 and that the *loss* to the postal establishment in carrying each issue is about $150,000. It was also emphasized that in the case of periodicals such as the *Saturday Evening Post* the Department arranges to hold the publications so as to meet the desire of the publisher that delivery be made throughout the entire country on the same day of the week. This was to offset the plea of various publishers that they perform much work for the government in routing and sacking periodical mail and delivering it direct to the mail cars.

Whether out of all this discussion of the zone system and the disparity of postal rates on advertising and reading matter any tangible results will come is highly problematical. The Post Office Department opposes the ambition of the publishers for an expert commission to study the whole question of the actual cost of transporting second-class mail unless the publishers will agree to pay whatever rates the commission may suggest. It has also been brought out that if a commission should attempt to pass upon this moot question it would have to depend virtually upon the data assembled by the Post Office Department. That is to say the statistics would presumably have to come from postmasters and other postal employes who have supplied in the past the figures that publishers have been loath to accept. Even in the fundamentals of this cost accounting there would inevitably be conflict of opinion. For example, the publishers insist that the cost of transportation is, thanks to their aid in preparing their mailings, the principal item of expense to be charged against second-class mail whereas the disposition of statisticians in the service of the Post Office Department has been to charge against second-class mail its full quota of the handling charges of the entire service.

The question has been raised whether when the zone system is in full effect, that is when the progressively advancing rates have reached top notch on and after July 1st, 1921, a considerable proportion of U.S. publishers will not elect to ship their publications in bulk to distributing points and there mail for local distribution at first or second zone rates. 10215–Lydiatt–175-Ital–Gal 24–G. H. The postal officials complacently take the view, however, that most publishers will prefer to pay the zone rates for the convenience of mailing at one point rather than go to the trouble and expense incident to carrying out distribution by districts. In no event, it may be added, do all U.S. publications come under the zone system. If a publication does not have over 5 per cent. advertising it is not subject to zone rates. However, a general average for the periodicals of the United States shows a proportion of 46 per cent. advertising matter so that the above-mentioned concession is not extensively availed of. Under the law, too, the publications of religious, fraternal and scientific organizations are exempt from the zone rates regardless of the percentage of advertising they carry.

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Canadian Chewing Gum Co., Ltd. is out with big copy featuring a new fruit flavored Chiclets. Meantime Wrigley's are getting distribution for "Nips" a candy-coated gum in imitation of Chiclets, which it is reported will soon be given heavy advertising.

❦ ❦ ❦

Telfer's Biscuits is a new advertiser in the street cars

A.B.C. ESTABLISHES NEW RULES

Subscribers more than six months in arrears not to be counted in net paid circulation. "Actual figures not available" no longer to be accepted as satisfactory answer to certain questions. Farm papers and magazines hereafter must show distribution

SOME of the sins of omission in A.B.C. circulation reports are to be correeted. Hereafter, *Actual figures not available* will not be accepted as a satisfaetory answer from publishers of farm papers, magazines and business papers to the question asking percentages of circulation in eommunities of different sizes. Business papers must also give detailed analysis of the oecupation of their subscribers.

And in the ease of all publications the net paid circulation figures will not hereafter include any subscribers in arrears over six months. At present, subscribers not in arrears over one year are included in the net paid figures—and this period has now been shortened to six months.

Such were the deeisions, of no small importance, reached at a Directors' meeting held in New York City recently. It cannot be said that these new rulings have been hastily decided upon. They have been urged upon the Bureau by advertisers and ageneies, also by many publishers, during the past couple of years. Prominent in the agitation for more complete and more specifie facts in circulation reports has been the *Farmer's Advocate* of London, which during the past year has been particularly active in urging these and other improvements in the Bureau's service. The *Farmer's Advocate*, however, has urged that the Bureau go further and require publishers to show the actual number of renewal subscriptions and the number of new subscriptions received each year, also the actual amount of money received by the publisher from subseribers—arguing that only by the disclosure of such facts can the quality of circulation be determined. Steps in this direction still remain to be taken, however.

The new ruling will prove a decided benefit to both publishers and advertisers. Indeed publishers have been the most insistent advocates of the change. True, there are many publishers who have been in the habit of carrying subscribers on their lists one, two and three years beyond the period for which payment has been received, and who are able to collect a good percentage of these arrears. These publishers claim that in point of standing in a community and buying power such subscribers may be worth just as much or even more to the advertiser than subscribers who are paid in advance. And this may be true to a certain extent. The practiee is a long standing one in the publishing business, and it is only in comparatively reeent years that more and more publishers have been adopting the practiee of discontinuing subseriptions upon expiration or very shortly thereafter.

This *arrears* situation can soon be eleaned up with most publications whieh are valued by their readers. It is largely a matter of habit.

The publisher has not been insistent upon payment in advance or prompt renewals, and too many subseribers have fallen into the habit of withholding payment from the publisher as long as he was willing to get along without it. If these subseribers get notice that they must pay up or the paper will be discontinued, those who want the publication can soon be got into the habit of making more prompt remittances. Perhaps the only exceptions are the farm papers, publishers of which claim that it is very diffieult to get these matters attended to except in the Fall months. At other times in the year farmers are not so flush with money and are too much inclined to drop the paper. Also, as a class, they are accustomed to getting extensions from all others with whom they deal, and *settling up in the Fall.*

The new regulation of the Audit Bureau does not require that the publisher discontinue sending his paper to these subseribers within six months of expiration. Publishers will still have the privilege of continuing to send their papers as long as they choose beyond the period paid for—but hereafter subscriptions in arrears more than the six months will not be credited with *net paid* eirculation. Probably they will be included in the detailed report of circulation as *Subscribers in arrears over six months.* It will enable advertisers to know which publications have their list of subscribers strictly paid up, and which ones carry any considerable number of subscribers *in arrears.*

Audit Bureau reports have satisfactorily unswered the first question asked by shrewd space buyers regarding circulation: "How much have you got?" Two other important questions: "How did you get it?" and "Where does it go?" are not yet answered with anything like the same completeness and satisfaction. In too many cases the latter questions have been answered by evasions, or incomplete figures and, particularly with regard to the third question, most publishers have simply answered "*actual figures not available.*"

Here again the Audit Bureau now steps in with other rulings making it mandatory on publisher members hereafter to maintain the necessary records and include this data in their reports. Information heretofore merely requested *must* now be furnished. On this point a recent A.B.C. Bulletin announcing these ehanges remarks as follows:

"While too hasty action might work injustice on some publishers, nevertheless the space buyer is some day bound to become irresistibly insistent; and it is for the purpose of anticipating that day the following comments are advanced for consideration.

"The answer to paragraph 12 in the Periodical Audit Reports—and especially in the audit report on the farm press—is arousing more discussion than any other question at this time. In the case of the newspapers, this question 'Where does it go?' is being answered in the main satisfactorily. In the periodical field the case is different. Paragraph 12 contains the following question:

QUESTION IN MAGAZINE FORM

What is the percentage of your subscription circulation based on issue of (date).....in cities of (must be based on same issue shown in Par. 10)

100,000 or over.....%
50,000 to 100,000.....%
25,000 to 50,000.....%
10,000 to 25,000.....%
5,000 to 10,000.....%
2,500 to 5,000.....%
Under 2,500.....%
Unclassified.....%

(Percentage should total 100%). Actual figures only to be given; if not available, so state.....

Total subscription circulation for above issue.....

QUESTION IN FARM PAPER FORM

Show distribution of mail order subscribers, individual, based on issue of (date)..... etc., as above
On all R.F.D. routes and to post offices in towns under 1,000.....%
To post offices in towns over 1,000 and under 2,500.....%
To post offices in towns over 2,500.....%

Actual figures only to be given; if not available, so state.

Total.....100%
Total mail subscribers, individual for above issue.....

"Where the question is fully and accurately answered, the space buyer using these figures has solid ground on which to work, especially when used in connection with paragraph 10, showing the State distribution. In many cases he has this information, but it is unfortunately true that too many "actual figures not available" answers leave him in the dark. He is either compelled to be a good guesser or perhaps strain his credulity in accepting make-shift figures presented to him by the publisher, or his representative. *Only one-third of the farm papers answer this question, and only one-fifth of the magazines.*

"Several reasons are advanced for not supplying this information. One is that a publisher objects to giving these figures if his competitor fails to supply them. He believes his competitor might be able to derive advantage if he tells all the facts while his competitor hides behind "figures not available." We believe the publisher over-estimates this possible advantage and under-estimates the penalty he is imposing on himself. . . ."To hide behind "actual figures not available" is to open wide the door for suspicion that some, if not much, circulation is lurking back in the woodpile.

"Then there is the publisher who claims that this information is either impossible or too expensive to secure. This article is written to show that it is neither *impossible* or *too expensive.* Nothing is too expensive that will yield greater returns than the cost, and we believe that the expense will not only be paid for many times over by the added confidence of the advertiser, but also through the value the information will yield to the publisher himself.

. . ."But the main thing we wish to impress on those publishers who are now using "actual figures not available" is this—begin to-day to find the answer to your own particular problem. Don't wait until the necessity of answering the question becomes imperative. Get busy now."

Paragraph 14 in the Business Paper Form was also discussed. This is as follows: "Give in percentages and actual figures the analysis of occupation, etc., of your mail circulation as best adapted to your field. (Must be based on issue listed in Par. 10)". The Bulletin states that in the statement period ending June 30th, 1919, only 45 per cent. of the publishers answered this question; 55 per cent. either considered the figures unnecessary or too costly to prepare. "Both positions are erroneous because we have daily confirmation of the growing desire of advertisers in the trade field to have this question fully answered. In many cases it is considered vital to the success of a campaign to have specific and complete data regarding the classification of distribution, and such reports sometimes influence largely the choice of mediums. When the publisher does not give actual figures, the advertiser concludes that the former is not entirely frank; he simply does not believe that the data cannot be ascertained from the records. The information along occupational lines is in most cases easy to obtain."

This latest step in advance taken by the Audit Bureau of Circulations will be welcomed by some Canadian publishers who have made every effort to keep their lists cleaned up. For example, the *Farmer's Advocate* of London has laid stress on the question of percentage of paid-up renewals, going even farther than the A.B.C. in emphasizing the importance to be placed upon the amount of cash received from subscribers during any statement period. Other farm papers like *Canadian Countryman* will not knowingly receive the subscription of a city dweller, considering him as unlikely to be a permanent asset for such publications—also a step in the right direction. Many others are making efforts to get the quality of their lists up to the highest point of value for the advertiser. Any backward publications will be forced, by this latest decision, to clean house if they expect to retain the confidence of any large number of their advertisers.

At the same meeting it was decided to maintain a board of investigators to look into circulation methods and to help eliminate circulation wars.

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KIRKWOOD'S LETTER FROM LONDON

An example of a Canadian advertising campaign as planned by a British Agency. Exchange makes Canadian rates higher. Canadian publishers backward in taking care of British prospects. Advertising to expel the Turk. Newspaper enterprise, and other topics of current interest from Marketing's British correspondent

JOHN C. KIRKWOOD

A PROPOSED advertising campaign in Canada for a British manufacturer came to my hands for criticism and comment, and I think that it will interest greatly all Canadian publishers and advertising men to learn what mediums were selected by the British advertising agency putting forward the proposal.

This agency, I may say, is regarded as being a live wire agency. Its principals are exceptionally bright and aggressive men; and the agency has a good deal more of the American spirit in it than the majority of British advertising agencies. That is, it is not a fossil agency that selected the media and provided the estimate of cost.

A CAMPAIGN FOR CANADA

The article to be advertised is of interest chiefly to women. I shall say, not quite accurately, however, that it is a fabric—a textile commodity interesting to women rather than to men. The factors of price and style do not enter into the problem, since the appeal is to all classes, irrespective of social status, amount of income, race, creed or language.

It is a new thing to the Canadian public, and even to the trade. The campaign in Canada is to be part of a world-wide campaign. The appropriation for Canada is approximately £1,000. Here is the estimate:

MEDIUM	NO. OF INSERTIONS	SPACE	AMOUNT
Family Herald and Weekly Star	13	5″ d. c.	£ 91 0 0
La Presse	"	"	49 5 10
Toronto Globe	"	"	53 1 8
Toronto Mail and Empire	"	"	56 6 8
Winnipeg Telegram	"	"	22 15 0
Everywoman's World	6	¼ page	370 12 0
Western Home Monthly	"	5″ d.c.	69 6 8
MacLean's Magazine	"	¼ page	84 0 0
Dry Goods Review	"	1 page	150 0 0
Women's Wear	12	½ page	26 10 0

I am wondering whether any Canadian publisher, or any Canadian advertising man, will endorse this programme; or can explain why the Toronto *Globe's* space is lower-priced than that of the *Mail & Empire;* if one can buy ¼ page in *MacLean's* for £14; and why 6 pages in the *Dry Goods Review* should cost this British manufacturer £150. Also, I am wondering why, when daily newspapers are being used, the Maritime Provinces, Saskatchewan, Alberta and

British Columbia have been passed over. No farm or religious papers are included in the selection offered.

This estimate, let it be remembered, was prepared in 1920; that is, it is not an ante-1914 proposal. I feel quite certain that the agency putting up this programme does not possess a copy of *Lydiatt's What's What* for 1919; and, in checking over the rates given above, I wished that I had a copy of *What's What* for 1920, for I know that there has been an upward revision of rates in the case of many publications.

The Rate of Exchange and Publishers' Rates

The rates quoted in the estimate above have probably been calculated without reference to the current rate of exchange, and so are misleading—that is, unless the advertiser's attention be drawn specifically to the fact that the rates are based on par exchange, and will have to be plussed by from 20% to 33⅓%. In this connection I am able to say that the MacLean Company of Great Britain is plussing its British card rates 25% in view of the exchange situation, with an undertaking to adjust invoices to the rate of exchange when payments are being made.

Here I may state that a number of British advertising agencies which have or had contracts running with certain Canadian journals on a t/f basis, issued their contract in sterling, which contract was accepted by the Canadian publisher. With the rate of exchange as it is, these contracts are proving troublesome: the Canadian publisher wants payment, but when the British advertising agent pays only the English sterling rates, it means that the Canadian publisher is receiving a good deal less than his rate. The point is; all Canadian publishers should make it a condition that payment of accounts should be in Canadian currency.

Canadian Publishers' British Representatives

In re-framing the Canadian programme for the British manufacturer referred to above, I wished to obtain authentic rates, and so consulted your *What's What* to learn what Canadian publications are represented in Great Britain—and, truly, I was shocked! Look up the list in your 1920 edition (I possess your 1919 edition), and see how few are the Canadian publishers having British representation. The failure to be able to get in London accurate publishers' rates, and full and accurate information concerning media, fields, opportunities, and so on, relating to Canada, defeats the intention or will of some British manufacturers to advertise in Canada.

Leaning on a Broken Reed

A British manufacturer of incubators is enquiring about Canadian advertising media suitable for his specialty. He was leaving the publicity programme to the Canadian agent whom he has appointed to represent him. This man, like so many manufacturers' agents, is not sold on advertising, and, to my certain knowledge, knows little or nothing about the poultry field. At the same time he has a nation-wide selling organization, and has been distinctly successful in selling to and through the hardware trade. Being in this country, he had not very much trouble in getting the Canadian agency for the British incubator in question. But what Canadian publisher or agency man feels confidence in the judgment and knowledge of Canadian manufacturers' agents, when the matter for decision is advertising?

Whose Fault Is It?

If British manufacturers and advertising agencies make egregious errors in formulating their Canadian advertising campaigns, are they to be held up to ridicule? They are not. It is the business of Canadian publishers to let in the light on darkened understandings. Always the burden of selling his medium and field is the publisher's own.

Assuredly the British manufacturer and agency want information and direction, but they want their teaching and leading to be honest. What would be a good thing would be a series of standardized pamphlets, issued by group interests, covering the whole of Canada, each dealing with a specific product or type of product.

A Co-operative Campaign for Canadian Publishers

For example, let some trusted, fair-minded individual prepare a pamphlet on Advertising to the Poultry-Raisers in Canada; and then let the mediums interested publish and distribute this pamphlet where it will work for them, remembering to put £. s. and d. for $ and c. in the British edition.

The same idea can and should be worked out in relation to many classes of goods—textile manufacturers, food products, toilet and drug specialties, hardware, motor cars and accessories, etc., etc.

A would-be advertiser in Canada, the United States or Great Britain is not likely to be responsive to the solicitation of a single publisher. If and when he proposes to advertise in Canada, he will probably use a chain of publications; and he would like to have, at the time of his interest, a fair-minded presentation of a sound campaign which will call for the use of a number of mediums covering the territory or territories where he may seek to establish a distribution of merchandise.

I leave this idea without any further effort to develop it in the hope that it will plant a seed here and there.

Canadians Going After British Trade

At the London *Daily Mail* Ideal Home Exhibition, held in February, were represented two Canadian firms —Thomas A. Low of Renfrew, Ontario and Beatty Bros., Fergus. The Renfrew-made lines shown were electrical domestic utilities, a kitchen cabinet, a refrigerator, and a vacuum cleaner; the Fergus-made line was an electric washer. The representatives of both firms did good business, and the exhibit of each were viewed by King George and Queen Mary on the occasion of the Royal visit. A £50 advertisement of the Beatty washer in the *Daily Mail* produced over 300 enquiries.

Getting to Great britain

It is said that half-a-million Americans and Canadians wish to come to Europe this year; but in view of the shortage of hotel and transportation accommodation in London and the provinces, the American and Canadian authorities may be forced to restrict the number of sailings to Great Britain, and to limit intending travellers to those who have strictly business reasons for coming.

It is said that half-a-million Americans wish to visit the battle-fields of France; and, besides, there are the 300,000 Americans who come annually to this country in pre-war days, whose average capital expenditure is estimated to have been $1000. Doubling this sum because of the higher prices of everything, it means that the restrictions on travel this year may mean that there may not be imported into and spent in this country $750,000,000-$1,000,000,000 that otherwise would come to enrich British retailers, railways, hotels, restaurants and resorts.

The Turk Must Go

A swift publicity campaign was carried on in February in the British press with the object of having the Turk expelled from Constantinople. The action element in the advertisements was a call on individuals to fill in a coupon, to be mailed to members of Parliament, or to send a telegram.

The advertising was unsigned, and this omission, in my judgment, took something away from its strength. We like to know who solicit us, and are cold and suspicious when the authorship or responsibility for advertising is not disclosed. I am sending you examples of this anti-Turk advertising.

British School and Journalism

Many men in Great Britain offer tuition in journalism and short-story writing, either in their own names, or under the cover of a "school" title; but none of them rank in prestige with the newest of such schools, The London School of Journalism, established by Max Pemberton, the novelist, who has been able to ally to his enterprise as patrons, such distinguished newspaper men as Viscounts Northcliffe and Burnham, Lord Beaverbrook, Lord Riddell, Sir Arthur Pearson, Sir William Robertson Nicoll Sir Arthur Quiller-Couch and Sir Charles Starmer. With such backing the new school should prosper, and do good work.

Lord Beaverbrook, it may be news to some of my readers, is the power behind the *London Express*.

Short Story Writing

The short story in Great Britain has not reached the heights of art attained in the United States, and this fact is lamented by some British editors. For example, the editor of *The London Magazine*, wrote recently as follows:—"In every (British) Magazine you pick up nowadays you will find several short stories which are quite obviously American. They are mostly good stories, for Cousin Jonathan certainly knows how to tell a tale . . . To-day there is a bigger market and a better all-round chance for the British fiction-writer than there has ever been before . . . . . A fairly long editorial experience has satisfied me that the average Briton would rather read about English people in an English town than about Americans in America . . . . there is no earthly reason why hundreds of thousands of pounds should be sent annually to America for stories." This reads very well, but British editorial practice is deadening to would-be authors. There is no quick reading, and return or advice of acceptance, of what writers may submit, and the pay is discouragingly small. American Magazine editors have made it worth while for one to learn the art of the short story, and they are reaping the reward of their own enlightened policy and practice.

Newspaper Enterprise

The London *Times* is issuing an Agricultural Supplement, in addition to its Literary, Engineering and Trade and Educational Supplements. That is, there is almost a double daily issue of this paper—one its regular large-size general edition, and the other, a half-regular-page-size specialized edition.

The *Times* is about to issue a house-organ, which will be very well produced; and will also use posters. The London *Morning Post* is issuing a monthly house organ, and is conducting a vigorious newspaper campaign, and the London *Daily Telegraph* is, I am informed, about to start a poster campaign. All of which shows that London's tuppenny and threepenny dailies are very much awake and active.

The London *Daily Mail* has a brand new offshoot publication—*Daily Mail Fashions*, selling at 9d. a copy, and issued monthly—the initial edition was 100,000 copies. This is an interesting development; a successful daily newspaper launching subsidiary periodicals. I am wondering when some of our successful Canadian dailies will follow the practice of the London *Times* and London *Daily Mail*, by producing specialized publications.

In this connection I may state that the Amalgamated Press—the Northcliffe periodical publishing organization—added 27 new publications to its list in 1919—a new one every fortnight.

£2,100 A Page

The London *News of the World*, a Sunday newspaper, has a page rate of £2,100—but seldom is a page sold to any single advertiser. The single column inch rate of £11 5s.—about $4 an agate line. The circulation of the *News of the World* is given as 4,000,000 The printing of the paper begins on Thursday and is completed about 5.30 a.m. Sunday. To print this enormous edition, 26 double octuple presses are used, and there are 4,000 changes of plates. The paper consumption is 450 tons a week. These figures may make some of my readers rub their eyes, and re-read what I have written.

The inch rate in this paper rises as the width of an advertisement is increased. Thus, an advertisement extending across 2 columns has a single-column inch rate greater than that of a single column advertisement, and a less single-column inch rate than an advertisement 3-columns wide; and so on. Breaking the columns rule involves a penalty with this and many other British newspapers. There used to be, and I presume there still is, a penalty for using "blocks" or cuts in an advertisement.

Big Circulations

Next to the *News of the World* in the matter of circulations is the *Sunday Pictorial*, a penny illustrated weekly. This papers circulation as on February 22nd, 1920, was given as 2,698,014. On January 25th, 1920, its circulation was 2,564,680. Each issue since has increased its circulation figures. A gain of 134,000 copies in a month is an amazing achievement. This paper may be said to be the Sunday Edition of the *Daily Mirror*, whose circulation exceeds 1,000,000 copies daily, and whose page rate is £280; that is, the agate line rate approximates $2. The type-page size of this paper is 13½ inches deep by 10¼ inches wide.

The Finest Site in the World

Harrods, London's great retail firm, have bought Swan & Edgar's, the location of whose premises in Piccadilly Circus is said to be the finest site in the world for a retail shop or store. Swan & Edgar's Corner is almost as familiar a term as "Piccadilly Circus." The Swan & Edgar site is formed by the union, in Piccadilly Circus, of Regent and Piccadilly Streets which come together like the legs of the letter A, the triangle formed by the bar of the A representing the Swan & Edgar property. This peculiarly shaped location gives Swan & Edgar's a continuous plate glass frontage of 800 feet.

The price paid was £650,000. The intention of Harrods is to erect an entirely new building, which will be supremely fine, and in which will be sold only men's women's and children's wear. One explanation of the purchase is given by Sir Woodman Burbidge. "The main idea at the back of this purchase," he has said, "is to afford Harrods a further outlet for their manufacturers, which are developing very considerably and swiftly. I believe that the course we have pursued will act favourably for the purchasing public, as it should certainly tend to a greatly needed easing of prices."

Harrod's Liverpool project of erecting a £1,000,000 department store has been abandoned owing to the excessive demands of the Liverpool Corporation. Sir Woodman Burbidge, if I recall correctly, is chairman of the Hudson Bay Stores in Winnipeg

Big Business

Retailing with Harrods is becoming a very wonderful thing. In connection with the *London Daily Mail Ideal*

(*Continued on page 260*)

CLASSIFYING PROSPECTS FOR MORE EFFECTIVE SELLING

Advantages of the geographical and the selective method of dividing prospects among salesmen, as explained by a motor truck manufacturer. From an address before the National Transportation Conference

By Robert P. Patten
Truck Sales Manager, Pierce-Arrow Motor Car Co.

BEFORE trucks are manufactured it is always desirable to carefully analyze the field of sales endeavor or, in plain words, get a line on the market and find out the requirements. Because experience has clearly demonstrated that the truck buying market is a slow moving one, cannot be forced, and will only absorb what is specifically required to meet an immediate situation. Those who have tried the speeding-up process with special schemes to crowd business or advance supposed original sales methods, have soon found out that they are not accepted by the public, and that these schemes cannot be accomplished at the expense of the truck user. The motor truck business follows a chart built on most constructive lines.

Classifying Market For Sales Effort

It is no longer necessary for truck manufacturers to grope in the dark as to where markets exist, the size of the truck required, or the line of endeavor in which it is employed.

Motor truck markets are found by an analysis of commercial activity. For purposes of illustration, and treating the subject as broadly as possible, we will assume that we wish to work out a segregated or concentrated sales campaign in a metropolitan market, and that we have available for sales and use in that class of market a substantially built truck in a variety of models and sizes covering the general field of commercial endeavor.

Right here it should be strongly emphasized that type and size of truck are highly important, for transportation study has shown the necessity of intelligently applying the already accepted size units, otherwise we are confronted with the task of attempting to revolutionize a business, building up for ourselves a needless sales resistance, and in the end not easily accomplished and rarely necessary.

However, on the assumption that we have a line of trucks logical for our markets, let us proceed to classify that market for the actual sales effort.

We will first take the lines of business in which motor trucks may be logically employed, dividing and subdividing into the various classifications such as coal, both wholesale and retail; transfer, long and short distance; contractors, excavation as well as road building and construction; grocers, transferring and delivering. This selected classification should be carried through until the whole spread of the market has been covered. One prominent motor truck maker published the fact that his trucks are used in over three hundred lines of business. This is unquestionably true, and probably a greater figure is available when these businesses are further classified and carried into the specialties.

Having completed the frame work of our sales structure, the next step should be to ascertain the size unit generally used and regarded as being satisfactory in each particular field. We can all of us save time and expense by a little investigation along this line, and it should not be generally taken for granted that we alone are right and that everybody is naturally wrong because they oppose our views, because none of us should attempt to market anything which does not have back of it the actual test of experience.

Having found our exact field, and what is required, we should ascertain to what extent motor trucks are used, and the unfilled portion gives to us the approximate balance of sales effort. There is nothing novel, new or complicated by this simple process, and probably all makers have a similar plan of operation. Exactly to what extent and detail it is worked out is another matter, but it is well worth the consideration of everybody who is seeking greater sales.

There is one important point in connection with sales effort we should all avoid—and that is, wasted time. One of the big causes for this is extended sales in a field where there is a lack of financial capacity on the part of the prospect to assume the obligation when sold. One of the leading truck makers has made it a practice in all of their larger markets to secure a detailed commercial rating on all the active prospects. It is a valuable idea, and saves expensive ammunition.

The financial statement will show to you the powers and influences in the prospect's organization; furthermore, whether the size of the concern justifies the purchase of expensive equipment for cash or credit. My own experence is that many salesmen waste valuable time and effort in trying to sell to those perfectly willing to buy, but without the necessary funds or credit. This should all have executive attention and the salesman should be guided in his solicitation to those who are eligible.

The potential field having been studied, and the prospects having been secured by our means of commercial classification, we should now be prepared to proceed with active solicitation. There are a variety of ideas on this subject, some of which will be presented for your consideration, the ideal not yet being claimed by anybody, and probably the perfect working plan is far in the distance. But this should not deter anyone from concentrating on the field and working out a system which will surely bring better results than no system at all. We are all after the business, and anything helpful is appreciated.

"Geographical Plan" of Dividing Prospects

Generally speaking, retail truck selling may be segregated into two classes: First, by dividing the prospects among the salesmen on a geographical basis or establishing a zone system, and for further identification, we will call this method the geographhical plan. Second, taking the prospect list, and selecting from it a certain definite number of industries, each salesman being then confined to these particular lines of business; we shall designate this plan as the selective system. Both of the plans require careful executive supervision, and the advantages will have to be judged by the result attained. Sometimes one plan is not successful and the other is due to actual conditions over which we may have no control. But either method can

be developed into great possibilities and secure actual results.

Under the geographical plan, the territory assigned to the distributor is taken in its entirety and then reassigned to the various salesmen by districts or zones. The advocates of this plan—and there are many—press forward advantages that the territory is more closely covered and all lines of business canvassed more frequently than by other methods. Furthermore, that the salesman is able to call upon more prospects each day because his territory is concentrated and the minimum of time is lost between calls. Then, again as the distributor gains acquaintance and influence in the territory as a whole, the salesman correspondingly enjoys this prestige of the entire community in the particular territory under his supervision. Agreeing with or disputing these claims, it certainly must be admitted that the geographical plan permits the salesman to eliminate much waste time between visits or calls on prospects. Confining his efforts within a given small area, and learning the habits of buyers, soon places the salesman in a position of almost constant sales solicitation. The knowledge of business houses, of what is going on within their immediate vicinity, is a contact of information not overlooked by the alert salesman, who cannot promptly follow these clews with a wide radius of travel.

Segregation of Lines of Business

Segregation of lines of business, which we have named the selective system, is also being carried out with great success by makers for whom we must all have great respect. This develops the salesman into a motor truck specialist in one or more lines of business, whereby his particular knowledge of these few lines really makes of him a transportation expert in the special lines with which he is associated, rather than a truck salesman in general. The followers of this system state that this is the age of the specialist; that no one salesman should be expected to command a thorough knowledge of the motor truck and its application to three hundred or more lines of business; that concentrated knowledge of a few lines of industry places the salesman in position to discuss on terms of greater intimacy the problems of the prospect. That familiarity with these few lines increases the sales effort, so many of the problems encountered being similar, already partially solved, and out of past experience the preliminary ground need not again be covered. It is very evident that if a salesman is assigned the exclusive solicitation of several given lines, he will soon gather for himself a fund of information and figures pertaining to those industries that will enable him to speak in terms understood by the prospect, and to this extent make certain progress, because people buying motor truck equipment want to know what it will do and what it will cost in their own line of business and are not interested in the general phase or in fields foreign to their own.

Should a market be sufficiently large to warrant a combination of the two above stated plans, it would be well worthy of consideration. It is questionable as to the absorbing power of any one market. Up to the present no one seems to be sure of their position, and many are seeking information and help on the subject. But the plan meeting the requirements of one cannot be expected to be the complete answer for all, and what one maker has found to be a huge success cannot be exactly copied by another with the same results. Modifications and adjustments must be made to meet the market and conditions, and out of this general compromise a concentrated sales plan will result which will bring a much higher percentage of satisfaction and success than many of us are enjoying at this particular time.

* * *

STATUS OF BRITISH ADVERTISING MANAGERS

Like many Canadians holding similar positions, the British advertising manager does not stand very high in the executive councils of his firm. Lack of training one reason why. Perhaps you can suggest others?

By John C. Kirkwood

HOW the average British advertising manager is regarded in the United States is indicated in the following extract from a letter which came to me from a New York friend who is very highly placed in the advertising world; and who wrote me, let it be remembered, on behalf of an Englishman.

"Family matters will take S——— back to England, and I am anxious to have him obtain an opening where his abilities and experience and his knowledge can be used to the fullest advantage to his employers and to himself. He is altogether beyond the status of the British advertising manager, which I understand, is the status that was occupied by the American advertising manager years ago. I understand that the British advertising manager is chiefly a person who looks after technical details of advertising. S——— is competent to act as an all-round marketing man; in other words to take charge of sales and advertising."

My correspondent I would make clear is himself a Britisher, who went to Canada many years ago; then to New York, where he made good in a way that led to his being asked to fill one of the most important advertising positions held by any man in the United States.

English Fog

My reply to my correspondent may be interesting to some. I wrote as follows:—

"The status of the average British advertising manager, remains, as stated in your letter, rather low. I have had contact both personally and by correspondence with the advertising departments of several hundred British manufacturers, and it is very obvious that the development of advertising men, and of their practices, is minor; also the esteem of advertising in its best expressions by British manufacturers is not very high. There is not, by any means, enthusiasm on their part to achieve great business by advertising; and advertising agencies, as a class, are given to a perfunctory service rather than a high grade service.

"In this country circulations are as a rule, not revealed, and advertisers are not very curious to ascertain exact circulations, and because of this situation the whole business of advertising is retarded in its best developments. A great many publications are prospering beyond question because of darkness, and if they had to reveal their circulations they would cease to be used by advertisers; or, at any rate, would have to lower their scale of rates. The marvel is how these publications can keep their

pages filled with advertising of good firms at really high rates." There may arise in many British breasts a desire to prove that the Britisher is just as good as the blank, blank Americans.

British Brains are O.K.

The Britisher is very fond of landing British brains,—which is not the question. It is not denied nor contested that British brains are X X X quality; what matters is, how does the Britisher use his copious grey matter? Often, when he transposes his body, soul and spirit to a new country, he, makes a fortune and wins fame. That is, in a new environment, under a new stimulus, and under heavier pressure, the Britisher, who may have been a failure or near-failure at home, wins out when he goes from home. It is staying at home, and hugging his dear fogs, that keeps many a Britisher very ordinary.

British Advertising Managers

As stated above, I have contacts with many British advertising managers,—£250 a year men I imagine most of them to be. Their ignorance of advertising is colossal—but most of them don't know it, or admit it; and most of them are really cocky. A little knowledge, like a little widow, is a very dangerous thing.

Nine out of ten of the advertising managers who submit copy to the publications with which I have to do, do not know how to lay out their copy. Most of them write or print in the text in their lay-outs. Nine out of ten begin their advertisements with the firm's name. Many have their lay-outs of exaggerated size, twice or thrice the size of the space the advertisement is to occupy. Most of the lay-outs are slovenly. And as for the copy!—let the mantle of charity fall over it.

These advertising managers are obviously untrained. Some give indubitable signs of having taken a correspondence course in advertising—a useful thing admittedly, but something to be kept in grim secret. I would say that the majority of British advertising managers are promoted clerks—or perhaps not promoted, but just given the advertising to do on top of their other duties—and truly, it is sweet, intoxicating, to see one's stuff actually printed!

If these advertising managers ever heard the word "typography," they must be strangers to what is signified by the word. And when it comes to producing catalogues and other forms of printed matter, their pride in the children of their genius is inordinate. But, alas, their offspring too often resemble in looks and attire the precious darlings of the Old Kent Road.

An Advertising Manager on Trial

We have an ex-advertising manager in our employ. His advertisement assured us that he was an all-round man, quite experienced in every branch of the advertising business. We engaged him, on his own representation, to prepare lay-outs, booklets, etc.

He does know something about the game, and has really some good ideas, and is very much better than many whose work I see; but—but! His advertisement persuaded me; his performances have excited my most pungent speech. His lack of knowledge of some a. b. c. forms of advertising is profound. Yet he had been the advertising manager of at least two firms of British manufacturers, and paraded the fact. He is teachable. This is the main thing; and he is growing inches each day.

Another man brought in his catalogue, to get an estimate on it. Each page was filled with fine handwriting, written laboriously. Because it represented many, many hours of taxing work, it was highly esteemed by himself and his employers. The truth is it was abominable, atrocious, profanity-provoking. It failed to indicate to the printer the style of page desired, the character of the composition, and much else. Also, how could any compositor, or monotype or linotype man, deal with the copy—written both sides of the paper, and every page bound in? I felt impelled to point out to the advertising manager the asinine stupidity of preparing his catalogue in this manner; and he took the chastisement humbly enough; yet a few days later he brought in an advertisement prepared in the same way, with a lay-out twice the size of the space the advertisement is to occupy. He is a demobilized captain—so he is supposed to have teachable intelligence. But one must give even a captain time—years of it—to learn the advertising business, especially when he is in a firm where those above him know less about advertising than their advertising manager.

British Circulations

I shall skip, for the present at any rate, the British advertising agent, as I see and know him, and shall say a word or two about British circulations.

Many publications decline to state their circulations because advertising managers and those employing them love British fog and darkness. With what a passion Britain loves darkness! Her architects multiply dark passages and corners in the houses they design and build. British factories have not yet learned to use glass for walls—glass in steel sashes, with very few bricks, very little cement, to seperate window from window. And British publishers, British advertising agents, and British space-buyers love the darkness rather than the light, when it comes to the question of circulations. "Our circulations we never tell, and never will"—Oh, grey-haired tradition, how honourable thou art!

I am wondering if the average British advertising manager ever heard of the Audit Bureau of Circulations of the United States and Canada, and of the Association of National Advertisers in the United States, and of the Association of Canadian Advertisers.

Does Great Britain believe in education?—Well, you'd think so, if you read history; but let a great educational reform movement be initiated, as was initiated under Sir Henry Campbell-Bannerman, and you'll see millions of Englishmen arise to denounce letting in so much light. It will be the same when a project of education and enlightenment in matters relating to circulations is begun; we shall see thousands of fog-lovers arrayed in warfare against the apostles of light, and more light, and all light.

* * *

Charles A. Coons, who has been with J. J. Gibbons, Limited for some seven years latterly in the capacity of an executive in charge of a group of accounts has been obliged for reasons connected with his health to give up his position and to undertake outside duties only. Mr. Coons has since joined the outside service staff of Photo Engravers, Limited, Toronto where his long agency training will stand him in good stead.

* * *

A. R. Mullens has recently joined the copy department of the Montreal office of McConnell & Fergusson advertising agency. Mr. Mullens is an ex-newspaper man, and has had broad experience as a newspaper and magazine writer. He has also been connected with the advertising departments of several firms.

* * *

The Dominion Cement Paint Company, Toronto, will use a select list of farm papers to feature their product. The campaign is being directed by advertising manager Benjamin.

* * *

E. T. Meredith, President of the Associated Advertising Clubs of the World, until his resignation recently to enter President Wilson's cabinet as Secretary of Agriculture, is reported to be William Jennings Bryan's choice as Presidential nominee on the Democratic ticket.

BUSINESS MANAGEMENT

COMMENT AND SUGGESTION ON PROBLEMS OF PRODUCTION, FINANCE AND SALES; INVOLVING PRINCIPLES AS WELL AS METHODS

Edited by E. ST. ELMO LEWIS, 347 Fifth Avenue, New York, U.S.A.

All Communications Relative to this Department should be Addressed to Mr. Lewis. Please use your Business Letter-Head. Comment on any phase of the Subjects Treated in this Department Solicited from Readers

HOW THE ADVERTISING MANAGER CAME BACK

EVERY once in a while, some salesman with a certain satisfaction, rises up to tell the Advertising Department that some of its advertising matter is finding its way to the wastebaskets of the prospects.

On one occasion a salesman of the Burroughs Adding Machine Company wrote to the Advertising Manager the following letter:

"The writer thought that you might be interested in the incident he is going to relate below, and in return must ask you to please not make any reference to the same if you have further correspondence with the concern to whom the letters were addressed.

"The Blank Mfg. Co. make opera chairs, and Mr. Blank was sending out an advertising return postal card when the writer called at his office yesterday.

"Discussing merits and results of the various forms of publicity that he had been using, mention was made of the attitude of the prospect at the time the mail matter reached him, regardless of what form it was in.

"The discussion reverted to the value of one and two-cent postage, and also along several other lines.

"In answer to the statement that two-cent postage brought better results, he fished out of his wastebasket your two letters herein, unopened.

"The curiosity of the writer got the better of him in wanting to see what class of advertising you were using, so he opened one of them and the fact that you have enclosed a two-cent return envelope, more forcibly than ever suggested that it might be a good plan to write you to correct your mailing list as far as these people are concerned.

"Won't you please tell me your deductions in the matter so that we can profit by the experience?"

This is the way the Advertising Manager came back at the salesman:

"I have very carefully read your letter, and note what you say about the Blank Mfg. Company, and note the question of enclosed stamped and addressed envelope in the matter of sending advertising matter out to people who refuse to read it.

"We have figured on this gentleman doing exactly as he has done.

"I have been vastly amused by your report of Mr. Blank's attitude towards advertising. You discovered him, on coming into his office, sending out advertising matter with an advertising return postal card, yet he hasn't time to read our advertising!

"When it comes to our advertising, he carefully placed our letters in a wastebasket, the joke of which is, that if Mr. Blank had opened those letters, he would have been six cents ahead in postage stamps for his pains, because in each case there was a two-cent stamped envelope. That is not out of our pocket because we figure on the Mr. Blanks in the selling expense. The joke is on Mr. Blank.

"Let us analyze the Mr. Blanks for a minute.

"Mr. Blank is in exactly the same position as we would be if one of his salesmen called on us to sell us some chairs and we refused to see him. Mr. Blank would feel as if he had been badly used, wouldn't he? Well, if *we needed chairs*, the joke would be on us, wouldn't it?

"Now, suppose Mr. Blank hasn't an adding machine. You probably will admit with me, inasmuch as you are a good friend of the Burroughs, that Mr. Blank could use an adding machine to his very great advantage, that he could save more than its price in a year, that he could cut down expenses, that he could do better and more work with the same office force, will you not? Mr. Blank, however, is not open-minded; he doesn't want to know anything about these savings and gains in efficiency; he doesn't want to ask one of our men to call on him and tell him anything about it,—therefore, he throws our letters into the wastebasket.

"After all, is the joke on us or on Mr. Blank?

"Suppose Mr. Blank is using an adding machine of another make. I know that you believe with me that the Burroughs Adding Machine Company makes the best adding machine on the market to-day; that we make machines that can do more

Hit Them Where They Ain't

Herman Rosenthal, advertising manager of a mail order house in the West, said:

"We keep in touch with local papers and merchants. Whenever we find a town where merchants do not advertise we flood that town with our literature. We always get big results."

for Mr. Blank than any other machine he can purchase. The letter in which we told him about the machines that will do the most for him, he threw into the wastebasket.

"Is the joke on Mr. Blank or on us?

"Suppose Mr. Blank has one of our old machines. If he has an old Burroughs, when he refused to read one of those letters, he threw away an opportunity to get acquainted with a new style Burroughs—with a Burroughs that will probably do as much more work than his old machine can do, as his old machine did more work than he could do with his hands and mind ten years ago, when he first bought that old style machine. But he threw into the wastebasket the letter that told him about that new machine and the possibilities of its time and worry saving to him, because he didn't want to read advertising.

"Is the joke on Mr. Blank or on us?

"No: I do not believe we want to 'correct the mailing list' with respect to Mr. Blank. In thousands of cases we have sold adding machines to people who feel about advertising just as Mr. Blank feels. We have to keep on with our advertising until we get the blinds down and the doors open. Then we will convince Mr. Blank he is not doing us an injury—he is just making his adding machine cost him more than it should. If we could get the business men who have to use adding machines to buy them as they do their safes, fixtures and 'phones, it is probable we could afford to sell machines for less. We have to add to the price of every machine, the cost of the two-cent stamps that men like Mr. Blank throw away in letters they won't read.

"And finally, after all is said and done, is it therefore a joke on us or on Mr. Blank?"

Apart from the unanswerable argument advanced, this is a good kind of a letter to send to the salesman, who believes that the advertising isn't giving him very much assistance. This letter contains three or four illuminating arguments.

First. It proves the necessity of advertising, because a salesman can't get around and do all the work of showing the new man, the competition user and the old user.

Secondly. It makes the salesman realize the force of the argument of sending out advertising matter.

Thirdly. It places in the salesman's hands a weapon to combat the man who won't look at the advertising.

One of the great principles of scientific management as propounded by the efficiency engineers is that of open-mindedness, and the man who isn't open-minded towards new ideas can't possibly hope to be as efficient as the man who has made preparations to test out the new things as fast as they come along.

This letter could well be copied and sent out to every sales force of every office specialty concern in the country and it would do a great deal towards getting a quality of co-operation that is sometimes lacking between the sales and advertising departments.

* * *

Incidentally, this Burroughs salesman showed the advertising manager's letter to Mr. Blank, and ultimately sold him a machine, and Mr. Blank was big enough to write the advertising manager a letter saying he had been shown where he was wrong.

* * *

$232,000,000 A DAY WASTE.

The war expenditure of the United States has been $35,000,000 a day. An estimate of the daily loss from neglect of the five great moralities is more than six times as great:

Unrighteousness	$35,000,000
Lack of Hygiene	60,000,000
Unintelligence	67,000,000
Industrial Incompetency	50,000,000
Faulty Assignments	20,000,000

For various reasons these estimates seem conservative.

Corporations, executives and individuals must be aroused to action and eliminate these great wastes.

Harrington Emerson

Licensing Advertising Agencies and Experts

Lawyers are licensed, so are doctors, dentists, and quite recently, in a comparative sense, public accountants, if they want to use the C.P.A. must be certified by a State Commission composed of expert accountants.

The recently formed Association of Advertising Agents may come to that as a recommendation, and if properly handled, the Association may become a recognized licensing body. There is certainly room for a higher standard among agencies, and a licensing system would offer a protection to advertisers and publishers, just as a Board of Trade or Stock Exchange protects the investor.

And this is another point—some day the checking of advertising accounts and billings will be handled in a clearing house, thus eliminating enormous duplication costs, and insure perfect fairness to advertiser and publisher.

* * *

How the small minds do love to stick darts in the hide of the lion!

* * *

There Must be a Boss

In every department, in every business, there is one boss. You may have conferences, you may have meetings, you may have all the pretty ideas about your department being self governing—you will not have a department that does big things in an efficient way.

There must be one mind that governs, that says "no" to the multitudinous "yes"—or "yes" to an unanimous "no."

It sounds pretty to say a department is governed by the members—only to a degree, of acquiescence.

The whole weakness of the Committee system is—it either works out a mediocre program in a mediocre way—or, it registers the will of its master. Using a committee for advisory work is valuable: it can give advice by trying out in discussion the various plans, remedies and ideas, but the leader decides and *he* must see to the execution.

* * *

Advertising is the education of the public in where to find what it needs. That the public sometimes mistakes its wants for its needs is a fault of their education in personal values, not of advertising.

* * *

My mistakes are no better because I make them.

No morning paper in Canada, without the use of premiums, has ever been able to attain one-half the present circulation of

The Globe

IN all its 76 years, The Globe has never sought to attract one reader by a premium or a circulation contest. Its subscription rates are higher than those of any other Toronto paper.

Yet the circulation of The Globe exceeds by many thousands daily that of any other morning paper in the whole Dominion.

In prestige as a newspaper and as an editorial force, there is no parallel in Canada. The Globe has grown great as an advertising medium because its business success is founded upon the sure basis of a great circulation gained on merit only, and of genuine influence with its readers

HIGHEST ADVERTISING and SUBSCRIPTION RATES

General advertisers assess The Globe as the leading daily medium in Canada. They pay it a higher advertising rate than to any other Canadian daily. They place in it much more advertising than in any other Toronto paper.

The Globe also is paid higher subscription rates by its readers than any other Toronto daily. Alone among the papers of its city it plunged into the 3-cent field for its outside circulation. As a demonstration of the stability of The Globe's circulation, it may be stated that at the end of the first month, its subscribers had actually increased by over one thousand.

Figures published in last month's "Marketing" for the months of January and February, 1920, show that The Globe not only led its field in the amount of general advertising carried; but that

The Globe led the field in 8 out of 13 classfications of General Advertising; and that

The Globe carried 2½ times as much Automobile and Accessories Advertising as its nearest morning competitor; and that

The Globe carried 25% more Financial Advertising (other than oil and mining) than its nearest morning competitor; and that

The Globe carried nearly twice as much Hotel Resort and Travel Advertising; nearly twice as much Book and Publications Advertising; and two and a half times as much Educational Advertising as its nearest morning competitor; and that

The Globe carried more than 1½ times as much Grocery Products Advertising as its nearest morning competitor; and that

The Globe carried more than 1½ times as much Classified Advertising (and at higher rates) than its nearest morning competitor; and that

The Globe was at the foot of the list in Oil and Mining, and Patent Medicine Advertising—due to the rigor of its censorship.

The Globe presents these facts not boastfully, but to show that general advertisers know it to be the PREDOMINATING MEDIUM in the Toronto field.

In the leading publishing city of the Dominion, and the home of several great newspapers, The Globe's leadership as a general advertising medium is never challenged.

W. G. JAFFRAY
President

The Globe
TORONTO
Member Audit Bureau of Circulations

WM. FINDLAY
Bus. Mgr.

BRANCH ADVERTISING OFFICES

UNITED STATES
Verree & Conklin, Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.

CANADA
EASTERN OFFICE
303 McGill Bldg., Montreal, Que.,
H. J. Elder, Mgr.
WESTERN ONTARIO OFFICE
22 Main St. E., Hamilton,
J. P. McBride, Mgr.

GREAT BRITAIN
T. R. Clougher,
Royal Colonial Chambers,
17 Craven St.,
London, W. C.

Canadian Countryman Stands High with Gillette Safety Razor Co.

The Beard that Grows Outdoors

on the face of an active, vigorous man, is a very different razor test from the beard which grows at a desk or behind a counter. That's why three years' service in the trenches has done more than ten years' use in the cities to single out, for real, stiff shaving, the

Gillette Safety Razor

The man who doesn't get time to shave every morning—whose beard grows thick, sun-cured and wiry—he's the one who gets the most satisfaction out of his Gillette.

Safety razor as it offers you—always ready, without honing or stropping. How easy it is to adjust it, with a turn of the screw, for a light or close shave, or a tough or tender skin! How quickly it will shave around corner of the nose. For

"Business Management" Department *Edited by E. St. Elmo Lewis*

Prof. Swift's Mental Dynamite

THERE never was a day in forty years when there were so many interesting books of value to business men being published as today. I have here on my desk eleven that I have yet to read. The other day, while on an all-day train ride, I took along Prof. Edgar James Swift's *Psychology and the Day's Work.**

(Some of you will stop here because you "are not interested in psychology" —and you will never know that is the reason why you can't get along with your employees—why your selling cost is high—why your advertising is ineffective—why you always have to ask for a promotion or more pay—why you do not get on in the world—even now a few of you will smile the easy smile of satisfied failure, and refuse to read on. You see I know you, your mental habits, and that the law of average decrees some of you will get this far and no more).

I have been an inveterate reader of such books for fifteen years, from the time W. C. Holman introduced me to that wonder book of James, "Talks to Teachers," and thus opened up to me that great, teeming, populous, busy world-country of the mind, where every individuality stands out of the crowd for what it really is, and yet the common humanity of races, creeds, and countries declares itself past quibble.

The title of Prof. Swift's book attracted me. Most of such books are written for the elect. I read it all day and then stayed up until the wee hours of the next morning—note book at my side, reading what I consider one of the most distinctly helpful books on living that has come into my hands for several years.

That first chapter, "Organization for Mental Efficiency" I could recommend to any business man—office boy or president. It is inspirational, yes, but as sound as a rock, scientific.

I hardly know what to pick out of its 377 pages—every one is so rich with ideas and suggestions—but by all means read, "Thinking and Acting," and you managers of men will find out how to make your employees think, or how to get them to do what you want them to do, and, perhaps, it may show you what is the matter with your own processes. But read it, for it's easy to read and worth the time. It is full of mental dynamite.

Then read "Preparation for Efficiency"—and get the habit of doing the right things in the right way, at the right time, *all* the time. Habit is the key that will unlock the door to the efficient life, at the same time it is the key that locks the door against it. The chapter on "The Psychology of Testimony and Rumor" helped me the next day to prove what a general manager "knew were the facts" as to a certain condition in his sales force, to be absolutely wrong. I read him that chapter after the fog of argument evaporated, and he bought the book.

If you have a desire to read a really stimulating, interesting, scientific, provocative and practically helpful book, just read this book of Prof. Swift's. It will repay you, no matter how uncomfortable it may make you.

*Copies of Prof. Swift's book may be secured from "Marketing" at $2.50, postage 15 cents.

An Invitation

If, between now and the middle of May, you should be in New York City of a Monday night, and in the vicinity of the New York University School of Commerce, Washington Square, at about 7.45 p.m., you have a cordial invitation to drop in on the class in the course in Business Policies, hear the lecture, take part in the discussion, and incidentally, see a part of the 5000 students who are there studying business subjects.

The writer has greatly enjoyed the privilege of delivering, with the help of a dozen well known executives, a series of thirty lectures on Business Policies to a group of seniors, special and graduate students.

* * *

For sublimated gall commend me to the publisher who expects advertisers, managers, and agents to give his young men hours of their time, and then calmly asks a subscription price from the advertiser for an extra copy of the publication.

* * *

Our workingmen are poorly educated but most of our managers will never find it out!

What Will Get 100% Sales Efficiency?

10% ▬ Advertisement Alone
20% ▬▬ + Window Display
25% ▬▬▬ + Counter Display
50% ▬▬▬▬▬ + Intelligent Sales People.
100% ▬▬▬▬▬▬▬▬ +Bonus and Setting Sales Mark

At a recent round-table meeting, in New York City, of several of the foremost drug merchandisers and national advertising men, the following question came up:—

"What constitutes 100% sales efficiency?"

The answer arrived at is given in the cut above.

Advertising alone gives 10%—

If effective window displays are used to back up advertising, the result is doubled or becomes 20%—

An attractive inside counter display increases this to 25%—

If campaign is supported by intelligent salesmanship, the result is doubled and becomes 50%—

Then if you pay salespeople a bonus and set a mark for them to sell to, you get the full 100%.

J. L. DeMAVILLE,
Sales Promotion Manager,
United Drug Company.

Don't Be Afraid of Mistakes?

"MAKE a mistake once in awhile" is the best advice I ever heard given to a rising young manager. "Don't be too everlastingly right about everything. You'll get a reputation for never being wrong, and then you'll have the whole world of muddle headed, half-right, quarter-wrong, average folks dead against you. They'll 'get' you."

"You know what you did to that kid your mother was always holding up before you as a paragon of youthful virtue? Well, men are but boys grown up—and they like paragons, dead, when they can prove they were not paragons after all."

"A trifle cynical, but there's a lot of wisdom in it. It is the fault of genius, temperamental talent and youth, that it thinks eternal and everlasting rightness is the answer to getting on in the world.

"The triumphal progress of the polished 'boob,' the slow witted comfortable persons, who play so many of the second fiddles in great business and commercial orchestras, is proof that eternal and everlasting rightness is frequently the greatest cause of failure.

"Only once in a 'blue moon' does a man at the head of a business want a man as big as himself about, unless that man can use the art of a Mephisto to hide his capacity.

"So I say to young men, the art of getting on in the world is the art of making yourself usefully comfortable to your superiors.

"Make a mistake once in awhile just to show them you are human, not unusually bright, or too clever. Suggest rather than advise; always be at least one lap behind them. Never win notice in competition with them. Make your good ideas theirs—their failures yours. You will become indispensable. You will learn a lot. You will become disciplined. You will play the game. You will win the reputation of being valuable. If you become master of this art and really have brains, nothing can stop you.

"If you have but little real talent, but have this art of catering, you can make your single talent win for you a comfortable and honorable place in the organization."

—From a speech to young men in a College Society.

* * *

An Honest Advertising Man

The other day a young man who was entrusted with selecting an advertising agency for a large financial concern, delivered himself of this remarkable opinion—"I don't know anything about advertising, because this job was sort of wished on me,—but I want an advertising agency that I can call up every morning, right around the corner, and who will sit down with me every day and go over my problems with me, so that I can learn a lot in a very short time."

In other words—the house had selected a manager who didn't know his business, and who proceeded to enlist the services of a wet nurse instead of an expert.

* * *

"What greater folly can there be, than to *buy costly space* in which to print an announcement *which nobody believes*?"—*Hotchkin.*

* * *

"Brevity may be the soul of wit—I don't know. But it isn't selling. On the sales floor we stick till we close the sale—if we go without lunch and make him miss his train."—*Pelletier.*

LIMITATIONS OF EXPERIENCE AS A TEST.

"According to the doctrine of experience (in which only experience is the best of value in a man, a method is a policy—Editor) one may wait for a whole nation to go stark raving mad before one arrests a development which has not been tested by time!" *Ludarici.*

"Efficiency means self-criticism. It means to go out into the shop and find nothing there that is sacred or fixed. It means in that shop, six months ago shall be ancient history. It means the dropping of tradition, the dropping of ghosts, the questioning of everything."

William C. Redfield

This is Plain Talking to You, Mr. Manager

The following from a letter written to *Industrial Management* by a general Manager who is apparently willing to speak out loud:

"The trouble with you men is that you are executives, and not human beings. You are so swelled up by the title of general manager, or superintendent, or something of that kind, that you get entirely out of touch with the common, everyday human being; and, worse than that, you get together in boards of directors and put across things as a body that every one of you would be ashamed to do as an individual. The real thing is not to fight labor; get out and find out what's wrong, *and fight that!*

"Loyalty? Why, if you men will throw off your executive frills and get back to being human beings yourselves, and meet your employees on the same level, you will find yourselves in the same fix that I'm in, the people in your plan will work for you and fight for you, and will make you rich in spite of yourselves.

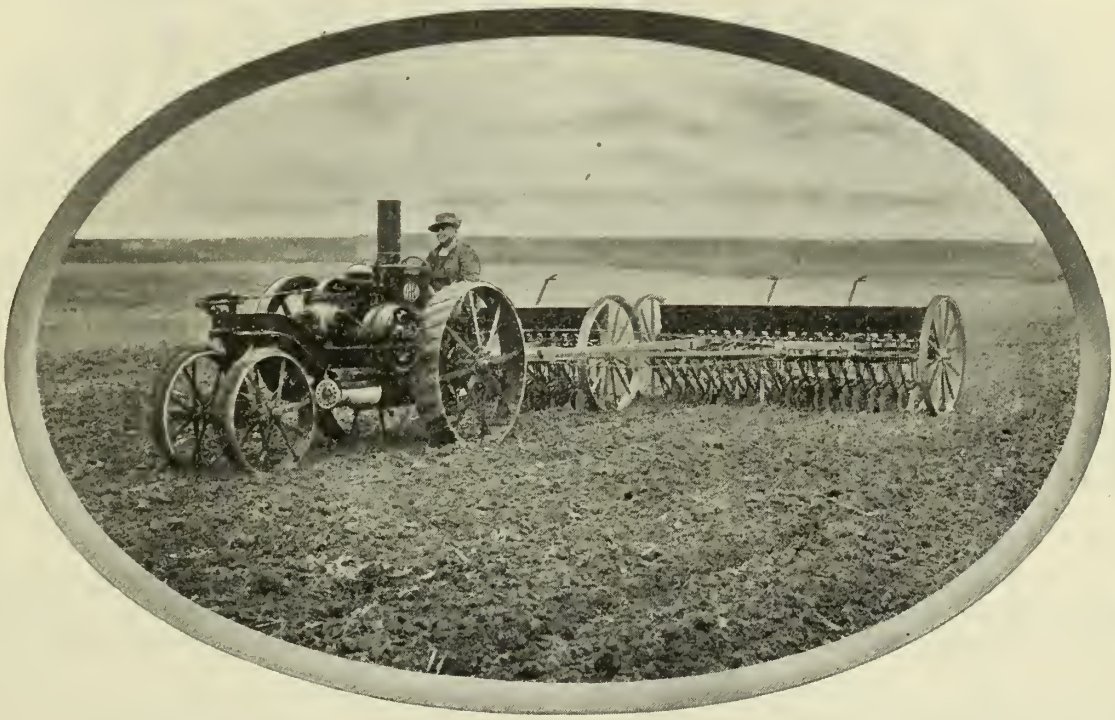
"In eight years our sales have increased from $500,000 to $14,000,000 a year."

* * *

"The great aim of a fast growing class of our people is to find some profession, some work, some official sinecure where they may unite as Goncourt said, "The two great virtues of the functionary, indolence and exactitude."

* * *

Should the Sales Manager boss the advertising job? I'd like to hear from some of you Sales Managers and you Advertising Managers. What you say will not be published if you say so.



Published to
Promote Good Farming

The whole purpose of this paper is to publish farm facts that will help western farmers reap greater profits from acres and herds.

"Good Farming" is the hope of the West. Good horses, cattle, crops and methods mean good buildings, equipment, machinery, and conveniences----these are inseparable.

Right now we are helping the farmer to sow---telling him how to get maximum results from seed and machinery. We are vitally interested in his growing a bumper crop---so are our advertisers.

73,000 good farmers are using the Nor'-West Farmer as a working guide. Over 1,000 write our Subscriber's Service Bureau every month for information on practical problems.

Good farmers---good buyers---good results for advertisers.
To this we pin our faith.

Ask any Agency or us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

WINNIPEG CANADA

Member A.B.C.

Eastern Canada Office
95 King St. East, Toronto, Ont.

Eastern United States Office
381 Fourth Ave., New York, N.Y.

PUBLISHED EVERY THURSDAY
$1.50 PER YEAR IN ADVANCE

THE BEST ADVERTISING MEDIUM IN CANADA

1866 *LONDON, CANADA* 1920

The Buying Power of the Farmer

MANY of the large national advertisers are beginning to see the value of dealing direct with the farmer and his family, and will, therefore, in the future, use much larger space and will give a very much larger share of their advertising appropriation to farm papers.

This change in the advertising programme has been brought about by the advertisers having awakened to the fact that the farmer and his family have almost unlimited needs—he is always eager to better himself and to improve his surroundings. He also wants value for his money, therefore he buys the best. The farmer today buys everything that the city man does and a great deal more, and looks only to his farm paper for what he wants to buy and sell.

It is only natural to expect that these large national advertisers will select as their best advertising medium the agricultural paper that is most popular with the best class of farmers. As a consequence

The Farmer's Advocate and Home Magazine

has made a most enviable record. During 1919 (as shown in January 1920 issue of *Marketing*) this publication carried more advertising relating to Automobiles and Accessories, Farm Implements and Farm Equipment, Household Equipment, Seeds, and Pure-bred Livestock than any other agricultural paper in Eastern Canada. In the last named section the volume of advertising in The Farmer's Advocate and Home Magazine was more (by 15,000 lines) than any other paper in all of Canada.

One of the chief reasons why The Farmer's Advocate and Home Magazine is so popular is the valuable reading matter it brings each week to the subscriber, who shows his appreciation by paying the full subscription price—$1.50 per annum in advance—and renews direct with the publisher from year to year.

There is no better test of quality of circulation than in the amount of cash the publisher receives each year from his subscribers.

Apply this test before deciding upon your advertising medium. We invite it.

Specimen copy and advertising rate card will be sent you on request

The William Weld Company, Limited
PUBLISHERS LONDON, CANADA

The Farmer's Advocate and Home Magazine

Member of A.B.C. since its organization

The Accountant and the Salesman

PROFESSOR J. A. Thompson very clearly puts the difficulty between, for instance, the accountant and the salesman when he says:—

"It cannot be denied that the artistic and scientific mood are in some measure opposed. There is an antithesis—which easily becomes antipathy,—between them. The reason for this is obvious; science aims at being unemotional and impersonal; art is intrinsically emotional and personal."

The accountant is to a degree a scientist, and therefore, deals in verifiable, mathematical quantities; the salesman is equally an artist, and deals in verifiable but unmathematical quantities and qualities. The accountant must necessarily be unemotional and impersonal with respect to the definite kind of work that he does. He, in a vast majority of cases, carries his unemotional and impersonal attitude into his human relationships as well, and this is unfortunate because they don't belong there. It is an excellent thing for him to be unemotional and impersonal when he is counting up 2 x 2 plus 5 equals 9.

But when he comes to handling John Jones and Henry Smith, he must use an entirely different kind of a science. The trouble with the salesman is that he carries his intrinsically emotional and highly personal attitude from the work of selling a line of goods to a man into determining his salary or spending the firm's money, or in giving advice to the retailer as to the kind of goods the latter should carry and the size of the inventory he should standardize.

Let us remember, artists and scientists alike, that the fundamental things are always impersonal and that the mere fact that these fundamental things are impersonal, i. e., they don't depend upon us for their verification, they are always there whether we see them or not, and it is up to us to find them. It is not their function to show themselves, they are doing their work every hour of every day whether we know it or not, and by whatever terms we describe them, however badly out of focus our eyes may be in looking at them, they are there, clearly defined, performing their functions impersonally, eternally, everlastingly. We may ignore them; we may say we will not see and that we will not understand; we may call psychology human nature; we may call the scientific method piffle; we may call the right method of compensating a man a commonsense method; we may say that this idea of getting capital and labor together to agree on any program is Utopian and absurd; but the demand for it will continue until we have vision and brains enough to see what is to be done and courage enough to do it.

* * *

Kind of "Pay"

A man may receive pay in more ways than one. It is very unfortunate, indeed, that our school children are not taught that compensation or "pay" comes to them in many other ways than money.

Gilbreath says—"Pay may be—

1. Wages,
2. Bonus,
3. Shorter hours,
4. Prizes other than money,
5. Extra knowledge,
6. Method of attack,
7. Good opinion of others,
8. Professional standing."

The "Soapy Sam" in Business

In any organization of several hundred there is always at least one "Soapy Sam." He may be clever, witty, diplomatic. He will have tact. He'll be suave and suggestive. In fact, he'll be full of suggestions—especially the kind that he believes will hit the powers that be. He makes a study of superiors for he aims to be their fetch-and-carry—their man Friday. He organizes a claque to voice its approval of all the things the Great Man does, says and thinks. He is paid to suppress innovation; he has a great facility of being all things to all men, and thus his dexterity in forwarding his own ambition is beyond belief, yet, as "Soapy Sam," the nickname given to Samuel Wilburforce, one time Bishop of Oxford, the "Soapy Sams" of commerce get there, perform a function and retire, representing one of the weaknesses of the great, and they are a part of that data of a business which all of those who work with it must consider.

* * *

"There are only two laboratory tests for ad copy. First, will it fit your rival's product as well as yours—then it lacks personality. And second, will the exact language and presentation serve on the sales floor? If not, it isn't selling copy."—*Pelletier.*

* * *

The real test of a democrat—his right to liberty,—is his sense of responsibility, i.e., can you collect from him, without coercion, what he owes to society for the liberty which society gives him?

How to Kill Any Retail Business

1. Make up your mind that it is the meanest business on earth and explain this to everybody you meet.
2. Do just as little as you can day by day; let the dust collect, litter accumulate, bills stack up, and accounts go uncollected.
3. Go around the store in your shirt sleeves, smoking a pipe or cigar, and encourage the help to do the same.
4. Read a newspaper, or stand and talk with a friend while customers wait.
5. Never try to please a dissatisfied customer. Give him to understand that what is done is done, and there is no use talking about it.
6. Don't advertise; and if you do, go to it in spasmodic gasps.
7. Buy everything of everybody who comes in to sell to you, especially if their proposition includes loading you up with more goods than you can get rid of in a year.
8. Carefully avoid anything in the way of original promotion. Be a follower and not a leader.
9. Cry hard times, high prices, the war, the lack of public spirit on the part of the town's citizens, and the meanness of people in general.
10. Don't take any interest in your customers. Be sure when an old customer asks to have a package sent home to say: "What name, please, and where?"
11. When goods are out, don't order for a few days so you will have a chance to tell part of your customers they better go somewhere else because "You're just out."
12. When you promise to send goods at a given time be sure and forget about it. When people ring you up act as though you didn't remember what they are talking about.
13. Use such words in your advertisements as "Stupendous values," "Mammoth bargain opportunity." Such bunco doesn't mean anything, but it might impress some folks while it prejudices others.
14. Run your best customers up hill and down dale whenever they are a little bit slow, and let the rest slide.
15. Get into a rut and refuse to get out.

The Show Globe.

GRAIN GROWERS' GUIDE

The only Farm Papers in their

Advertising Agents

They Are Out to Get R

—their ability to handle an account is
advertising brings.

It is a significant fact that during 191
business in the Grain Growers' Gui
Paper—and the farmers of the Wes
volume than ever before.

That the Grain Growers' Guide playe
evidenced by the fact that this year
us with demands for increased space.

During 1919 the Grain Growers' G
volume of advertising of any Canadia
business being represented under the

FINANCIAL	HOUSEHOLD U
MACHINERY	FOODSTUFFS
CLOTHING	AUTOMOBILES
PRODUCE	FUR AND HI
LIVESTOCK	DAIRY SUPPL

Agencies Using Guide in 1919

Advertising Service Co.
Alexander Adv. Agency.
Anfenger Jacobson Adv. Co.
Ayer & Sons, N.W.
Baker Adv. Agency.
Batten Co., George.
Blackman Ross Co.
Botsford, Constantine & Tyler
Campbell Ewald Co.
Charles Adv. Service.
Colins-Kirk Inc.
Consolidated Advertising Serv.
Crawford Harris Co.
Cramer Krasselt.
Critchfield & Co.
Desbarats Adv. Agency.
Dean, E. Sterling.
D'Arcy Adv. Agency.
Dake Adv. Agency.
Dollemayer Adv. Agency.
Darlow Adv. Co.
Foley Co., Richard A.
Fuller, Chas. H.
Financial Adv. Co. of Canada.
Federal Adv. Agency.
Fuller & Smith.
Frizzell Adv. Agency.
Guenther Bradford & Co.
Gibbons, J. J. Ltd.
Gundlach Adv. Co.
Greve Adv. Agency, S.
Griswold & Hammond Co.
Gulf Coast Adv. Agency.
Gardner Adv. Agency.
Green Lucas Co.
Henri Hirst & McDonald.
Hower Adv. Agency.
Hamilton Adv. Agency.
Hamilton Adv. Agency, J. R.
Harlton Adv. Agency.
Kay Co., J. Roland.
Kastor & Sons, H. W.
Kelly Co., Martin V.
Lake & Dunham Agency.
Lessing Adv. Agency.
Lord & Thomas.
Lenhoff Co., Frank W.
Lyddon & Hanford Co.

Because the Grain Growers' Guide is the official Organ of the Farme
Farmers Guide' holds the same enviable position with the Organized Fa
are both official organs representing together 100,000 organized farmer

The GRAIN GROWERS' GUIDE

Winnipeg, Manitoba

The Only Papers Owned by the

OFFICES AT—290 Vaughan St. WINNIPEG
53 Yonge St. TORONTO

UNITED FARMERS' GUIDE

ned by Organized Farmers

Play No Favorites---

lts --- Inquiries --- Sales!

ren by the volume of business their

Advertising Agencies placed more han in any other Canadian Farm ught advertised goods in greater

important part in selling goods is ies and Advertisers are coming to

carried the greatest variety and rm paper, practically every line of ngs of

IES

INSURANCE
FARM IMPLEMENTS
ELECTRIC LIGHTING PLANTS
MILLING MATERIAL
SEEDS AND GRAIN

Agencies Using Guide in 1919

McKim Ltd., A.
McConnell & Fergusson.
McJunkin Adv. Agency, W. D.
McCann Co., Ltd., H. K.
McManus Inc., Theodore F.
McMullen Co., Robt. M.
Mumm Romer Co.
Moser & Cotins
Macpherson-McCurdy, Ltd.
Matteson, Fogarty, Jordan Co.
Moss Chase Co.
Muller Co., R. Sykes.
Murray Howe Inc.
Metropolitan Adv. Agency.
Mallory, Mitchell & Faust.
Mitchell Adv. Agency.
Muller, Blatchley & Co., Ltd.
Morse Adv. Agency.
Mason Adv. Agency.
Massie, Ltd., A. J.
Norris Patterson, Ltd.
Northwestern Adv. Agency.
Press Agency Bureau.
Proctor & Collier Co.
Rankin Co., W. H.
Ruthrauff & Ryan.
Rudolph Guenther & Russell Law.
Rowlatt F. Albany.
Robertson Adv. Service
Remington Agency E. P.
Rogers, Ltd.
Smith, Denne & Moore, Ltd.
Seaman Inc., Frank.
Smith & Son., R. C.
Snyder Co., J. A.
Staples & Staples.
Schiele Adv. Co.
Stewart Davis Adv. Agency.
Touzalin Co., Chas. H.
Thielecke Adv. Co.
Urmy Co., Louis V.
Wales Adv. Agency.
Weill Biow & Weill
Warfield Adv. Agency
Williams & Cunnyngham
Wade Adv. Agency.

sciations it is eagerly read by the organized farmers. The United f the East as the Grain Growers' Guide does in the West---they

UNITED FARMERS' GUIDE

Moncton, N. B.

ganized Farmers in their Fields

MONCTON
New Brunswick

1478 Broadway
NEW YORK

Marketing
and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States an Great Britain, $2.00 a year, elsewhere, $3.00. Payable in advance Single Copies 25 cents.
ADVERTISING RATES, 15c. an agate line per insertion. Special contract discounts on application. Forms close 15th of the month preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge Street, Toronto, Canada

VOL. XIV, No. 5 MAY, 1920

Notice to Subscribers

Commencing with the July issue the subscription price of MARKETING will be $2.50 a year, to addresses in Canada, the United States and the British Empire; to other countries, $3.00 a year, single copies 25 cents. New subscriptions and renewals received before July 1st will be entered at present rates.

* * *

Audit Advantages

In the days when advertising space was so cheap that the accuracy of circulation figures was not of much importance, the need for audited circulations was not generally recognized, among either advertisers or publishers. When space could be bought for a few cents an inch, we were not inclined to quibble as to whether the paper's actual circulation was 500 or 1,500. And while paper was so cheap, the publisher did not hesitate to print a few hundreds or few thousands more copies than his subscribers paid for and scatter them around with more or less indifference.

But now that paper costs *real money*, few publishers can afford to print more copies than are actually needed to serve subscribers. And with rates climbing higher and higher, advertisers will not be willing to continue paying for space unless they know pretty accurately what they are getting for their money. They are going to be more insistent than ever on knowing, regarding circulation, not only *How much have you got?* but *How did you get it?* and *Where does it go?*

The steadily climbing cost of advertising during recent years has forced advertisers to appreciate the importance of audited circulations. It is doubtful if they would have been as willing to pay the increased rates which publishers have been forced to demand had they not had the evidence of what they were getting for their money, as provided by the circulation reports of the Audit Bureau. This is one respect in which A.B.C. membership has been of great value to publishers in the trying times they have had to face. When the advertiser is able to buy a *known quantity* he is better satisfied to pay the required price for it.

So the new rulings just established by the Audit Bureau will tend to establish more exact standards of value in advertising. The advertiser is forced, through greatly increased costs, to be more critical in the choice of mediums. He must now show more regard for *quality* of circulation—just as he must also be more exacting as to the actual amount of circulation he is paying for. To permit of fair comparisons of value he must have more information as to the kind of circulation offered him—and more facts by which to determine how much of a given circulation can prove of value to him. Comparatively few copies of a publication reaching likely customers may be worth more than the largest circulation in the world.

In requiring that publishers must hereafter furnish analysis of their circulation to show the advertiser where it goes, the Audit Bureau has greatly increased the value of its service to publishers and advertisers alike. It is to be hoped that the Bureau will soon take further steps so that its reports will afford more complete information as to how circulation is secured. In our opinion the advertiser cannot be told too much about the circulation of a good medium. There is still room for improvement in A.B.C. reports before an advertiser can buy circulation with the same certainty as to quantity and quality received as when he buys other commodities.

* * *

A little success is sometimes responsible for a big failure.

* * *

Murray Encouraged

Moulder Murray doubtless feels that his crafty scheme for *influencing editorial opinion* has safely weathered what threatened to be a storm of condemnation and repudiation. He may have had a sinking feeling—but he's still afloat with flags flying. The storm has yet to develop any considerable force.

The Canadian Manufacturer's Association has disclaimed any connection with Murray or any responsibility for his scheme—but has yet to condemn it. Numerous publishers, speaking editorially and individually, have indignantly asserted their independance, and upheld the probity of the press in general. But the organized publishers are apparently content to let Murray get away with it, if he can. They have nothing to say in response to Murray's charges against them—they do not condemn him or his recommendations.

The executive of the Canadian Daily Newspaper's Association held sessions extending over several days a couple of weeks ago, but failed to take any action to either condemn or combat Murray's purpose—although such action was strongly urged by some members, MARKETING is informed. Nor have we heard of any other of the various organizations of publishers showing any concern over Murray's attempt to *mould the moulders of public opinion*.

The manufacturer's and publisher's organizations, in failing to oppose, may fairly be said to

approve. For this is the interpretation which will be given their silence. The impression is gained that the C.M.A. is behind the scheme, sympathetically if not technically, and that, on their part, a considerable element among the publishers is unwilling that anything should be done to discourage it.

It is not enough for the manufacturers to merely disclaim connection with the plan. They are clearly responsible for it so long as they permit it to be carried on without their unqualified official disapproval. As the *Financial Post* has urged on several occasions, the C.M.A. officials have made a serious mistake in not repudiating the scheme, and a still greater mistake will be made if such step is not taken immediately.

On the other hand, many publishers will feel ashamed, if they do not become indignant, that a gathering of representative daily newspaper publishers could occur without a decided stand being taken by the meeting in support of editorial independence and higher ethical advertising standards. We regard it as a mistake to treat the matter as insignificant.

❦ ❦ ❦

Missing An Opportunity

At almost every turn now-a-days you hear bitter comments on the high prices prevailing—and before such discussions proceed very far you hear the manufacturer, middleman or retailer damned, and in no conservative language, for conscienceless profiteering.

Although newspapers are blamed by many manufacturers for stirring up this kind of talk, one not infrequently hears private citizens express opinions to the effect that the newspapers hush it up all they can, but that robbery is rampant just the same—and *why don't the papers do something about it?*

Meantime the manufacturers and middlemen are mum, and the retailer commonly *passes the buck*. This only adds fuel to the flame of indignation. The public will have it that the sugar people, the clothing people, the shoe people and others, each in their turn, are combining to corner supplies and keep prices up. The accused's failure to offer any denial is interpreted as proof of guilt.

Isn't there an opportunity here for some clothing or shoe or other manufacturer to come boldly out with facts and figures to prove that *his* branded lines reach the public without undue profit. We can conceive of such a campaign proving sensational in its favorable results, assuming of course, as we believe to be the case, that undue profits are not being exacted, except in rare instances.

Groups of wholesalers or retailers, or of the manufacturers in certain lines, might well co-operate in a courageous campaign to disabuse the public mind of many of its false ideas regarding them.

Is there not much to be gained by letting us know exactly how things stand? Or is the average man to be encouraged in the belief that influences are at work to keep the facts quiet—even to preventing the Board of Commerce from continuing its activities and investigations for the purpose of bringing the facts into the limelight?

Unrest and suspicion is only aggravated by the failure of our business men to meet the requirements of the situation. And the first requirement, as we see it, is to invite the fullest investigation—the utmost frankness in dealing with the public even—in many instances, to the extent of a deliberate campaign, along lines followed by some of the U.S. packers with such good effect. One such campaign is now being conducted in New York by one of the milk-distributing firms, one of whose advertisements was reproduced in last month's MARKETING.

What can be done by the individual manufacturer is illustrated in an advertisement of the Robert Burns Cigar in a recent issue of the *Saturday Evening Post* entitled: "The Policy of General Cigar Co."

"Cigar smokers should know these facts," it says, and goes on to itemize the increased costs of tobacco, wrapper, revenue tax, wages, cigar boxes and freight rates. After emphasizing that the cigar is the same quality of tobacco, same skilled workmanship, etc., it concludes: "The price is higher—but only slightly so as compared with advanced cost of production. It is a fact that the manufacturer's and the dealer's profits on Robt. Burns are proportionately less than they were before the war."

Doubtless many manufacturers could say the same. Then why not do so? Would not the accumulating wrath of the public be checked if some of them did? Is it not due that the accused enter some defense?

❦ ❦ ❦

Divided We Fall

The Post Office Department is no longer to be considered a servant of the people, managed with a view to encouraging communication between the scattered peoples of Canada. It is a money-making, revenue-raising branch of Government activity, aiming to show a large annual surplus as evidence of work well done.

As if there were already not enough influences at work promoting class and territorial distinctions, furthering sectional as opposed to national interests, the Post Office authorities now propose to divide Canada into zones, and so far as they can control it, keep the circulation of our newspapers and nationally-circulated periodicals from reaching citizens outside a limited circle. The citizen out West who wants to keep in touch with affairs *back home* is not going to continue doing it at the expense of the Post Office Department, if the postal authorities have their way.

The ideals and purposes of Confederation are to be ignored. All the patient, nation-building efforts of half a century would be thwarted, Canada split into sections, the evils of sectionalism aggravated, all to yield a few hundred thousand dollars to swell a surplus already in the millions.

The purpose is to increase the postal charges as much as 800 per cent. in order to discourage the wide circulation of the few periodicals now carried through the mails outside a limited zone. Publications which are of common interest to all Canadians are to be penalized, to the encouragement of sectional publications, and to the further advantage of American and other foreign magazines—if the postal authorities have their way.

The publishers are protesting—not against fair taxation, nor against fair postal rates—but against a postal policy which does not recognize Canadians as one people, all entitled to equal treatment as regards postal rates—against any policy which would sacrifice Canada's few nationally-circulating publications to the advantage of many times their number of American publications coming into the country tariff-free.

Can this sort of thing be called *union* government?

VOLUME ADVERTISING CANADIAN MAGAZINES, for JAN.-FEB.-MAR.-1920

(By principle classifications. Exclusive of publisher's own advertising. Figures compiled by MARKETING)

Publication	No. of Issues	Agate Lines to Page	Autos, Accessories and Supplies.	Foods, Confections, and Beverages.	Household Supplies.	Household Equipment	Music and Instruments.	Toilet Specialties.	Wearing Apparel.	Financial, Insurance, Government, etc.	Proprietary Remedies.	Not otherwise Classified.	Total Agate Lines Advertising.
Macleans	3	700	23,430	13,321	6,757	11,413	7,311	15,262	9,080	2,526	4,518	35,387	129,005
Everywoman's World	3	800	3,368	11,107	5,184	3,787	6,541	12,569	6,472	124	6,059	14,685	69,896
Canadian Home Journal	3	800	3,564	12,066	5,090	5,169	6,813	13,912	8,416	112	3,377	8,469	66,988
Western Home Monthly	3	720	2,515	8,466	2,296	1,850	9,144	2,348	5,968	3,037	6,433	20,895	62,922
Canadian Courier	9	728	7,212	6,996	1,829	2,093	6,101	4,555	2,106	5,038	1,236	10,182	47,348
Canadian Magazine	3	224	4,648	6,376	1,064	2,968	1,120	2,016	3,766	2,744	3,929	9,060	37,691
World Wide	13	636	4,326	2,904	——	508	636	804	1,581	4,828	——	4,078	19,665

VOLUME ADVERTISING CANADIAN FARM PAPERS, for JAN.-FEB.-MAR.-1920

(By principle classifications. Exclusive of Publisher's own advertising. Figures compiled by MARKETING).

Publication	No. of Issues.	Autos, Tractors, Accessories, Supplies.	Dairy Equipment and Supplies.	Farm Implements and Machinery.	Farm Equipment.	Seeds and Supplies.	Household and Personal Supplies.	Stock Foods and Remedies.	Trapping, Raw Furs and Ammunition.	Banks, Insurance and Government.	Classified.	Not Otherwise Classed.	Comparative Totals Com'l Advertising.	Live Stock Advertising.	Proprietary Remedies.	Total Agate Lines Advertising.
Gr. Growers Guide	13	34,045	6,409	29,216	35,470	15,600	45,551	5,686	5,468	33,872	21,733	40,431	273,481	26,416	196	300,093
Nor'West Farmer	6	31,538	7,494	22,411	27,993	8,826	27,950	5,688	5,892	9,738	6,422	25,955	179,907	13,207	1,764	194,878
Farmers Advocate (Winnipeg)	13	22,951	4,957	21,431	27,003	12,601	37,380	7,615	5,283	7,188	2,686	24,103	173,198	11,489	308	184,995
Farmers Advocate (London)	13	21,573	8,802	21,569	38,264	10,758	25,974	10,023	2,549	9,665	1,771	16,764	167,712	39,693	235	207,640
Can. Countryman	13	16,767	8,542	14,840	32,448	11,852	28,267	10,289	2,168	8,720	115	20,661	154,669	11,390	602	166,661
Farmers Magazine	6	25,065	4,021	15,087	23,932	4,727	23,841	7,132	1,417	3,293	130	9,369	118,014	3,149	1,389	122,543
Farm & Ranch Rev	6	15,217	5,395	14,983	17,298	7,391	21,954	5,762	5,097	6,361	1,742	16,740	117,940	9,712	1,872	129,521
Canadian Farm†	26	9,354	6,552	8,050	24,060	4,368	22,426	5,796	588	3,920	1,494	21,977	108,585	12,586	8,442	129,613
Farm & Dairy	13	7,984	8,931	10,811	22,989	3,923	10,116	6,554	420	6,400	1,774	9,026	88,928	27,171	224	116,326
Maritime Farmer	6	4,843	2,927	7,059	14,631	5,378	12,239	7,148	386	2,514	386	11,490	69,001	4,609	5,716	79,326
Family Herald & Weekly Star	13	21,930	10,100	23,342	38,184	13,118	69,512	15,416	14,848	14,549	22,628	44,583	287,210	1,396	21,775	310,381
Ottawa Farm Jrnl	26	21,526	7,139	13,321	36,983	8,508	49,633	11,841	3,854	2,577	23,325	55,876	234,583	7,159	21,010	262,752
Farmers' Sun*	23	11,861	4,784	12,771	22,938	10,319	15,492	10,001	——	15,519	6,899	71,297	181,881	11,325	3,751	196,957
Farm & Home	13	15,908	4,337	8,578	19,528	11,276	12,294	11,961	3,267	3,329	6,332	28,717	125,527	1,600	4,004	131,131
Free Press Prairie Farmer**	12	10,121	1,903	5,217	13,905	5,443	22,016	1,104	4,473	6,762	13,974	28,489	113,407	1,993	30,859	146,259
Montreal Weekly Witness	13	1,068	1,908	6,039	14,379	2,656	6,545	1,959	451	1,604	11,865	8,923	57,397	378	15,669	73,444

*Two Issues per week starting with January 21st.
**Only two issues for the month of January owing to shortage of paper supply.
†Includes Mid-week Market Supplement.

Figures for month of March on Page 275

E. G. Hogarth, formerly advertising manager of the Ford Motor Company, is now on the staff of McConnell & Fergusson, London, Ont.

* * *

The James Fisher Advertising Agency is placing some advertising for M. & S. Spark Plugs for The Machine and Stamping Company, Toronto.

* * *

Inadequate printing facilities have caused the postponement of the first issue of *United Farmers' Guide*, the new organ of the United Farmers in the Maritime Provinces, until April 21st.

* * *

G. G. Booker, recently with the Toronto office of the *Grain Growers' Guide*, has gone to Moncton, N.B. as advertising manager of *United Farmers' Guide*.

* * *

A new advertiser in Western Canadian mediums is the Crown Oil Co., Limited of Winnipeg, who are using large space to advertise Pendol Lubricating Oil. This advertising is being placed direct.

The Goodyear Tire and Rubber Company, Limited, of Canada will shortly begin an extensive tire conservation campaign, using large space in newspapers and magazines throughout Canada. This campaign will be educational in nature, the object being to induce motorists to take every possible care of their tires, and thus help to overcome to some extent the grave shortage in tires, which is becoming more evident every day. Direct mail matter along the same lines will also be used extensively, as in the past.

* * *

The annual report of the Howard Smith Paper Mills, Limited, recently submitted to the shareholders at their annual meeting, shows abundant evidence of the greatly improved conditions under which the Company has been operating during the last year and a half. The net profits were 70 per cent. over those in 1918, and an increase of 114 per cent. over 1917 profits. The Company earned 22 per cent. on the common stock, the report shows.

* * *

E. C. Atkins & Co. are running large advertisements in a few Canadian farm papers.

R. L. Netherby has joined the advertising staff of the *Canadian Courier*, Toronto. He will cover Ontario West of Toronto, as well as the Western States. The *Courier* will still retain its Chicago representative. Mr. Netherby has had a great deal of experience in trade paper and other fields, and is well-known throughout Western Ontario.

* * *

The *Canadian Courier* is now engaged in a circulation campaign throughout Canada, particularly in Western Canada, and in Ontario.

* * *

The Audit Bureau of Circulations advises, under recent date, that the claim of the *Prince Edward Island Patriot*, Charlottetown, P.E.I., to be an applicant for membership in the A.B.C. is unwarranted, as no application has been received.

* * *

The advertising of Oneida Community, makers of Community Silver has been placed with the R. Sykes Muller Agency of Montreal.

Selling U.S. Harness in Rural Canada

THE Walsh Harness Company of Milwaukee, decided to test rural Canada as a market for their "No Buckle" Harness.

As a test medium they selected the FAMILY HERALD and WEEKLY STAR, Canada's National Farm Journal.

The advertisement reproduced on this page, measuring eight inches, double column, appeared in a single issue of the FAMILY HERALD and WEEKLY STAR, February 4th. No other medium was used.

The results from this one advertisement of a product hitherto unknown in Canada, were a revelation to the Walsh Harness Company. Within two weeks, 465 requests for catalogues and prices had been received. Up to March 31st the returns had mounted to 744, coming from every province in Canada.

Three Times Good as Their Best

The Walsh harness company paid a high tribute to the FAMILY HERALD and WEEKLY STAR, when they wrote under date of February 26:

> "This advertisement which we inserted in your paper was certainly a great surprise to us, as it pulled about three times as many enquiries as our best puller here in the States, and we had considered our campaign this year very successful.
>
> No doubt we will receive more replies from this advertisement, and I believe when the results are all checked up, it will prove something of a sensation."

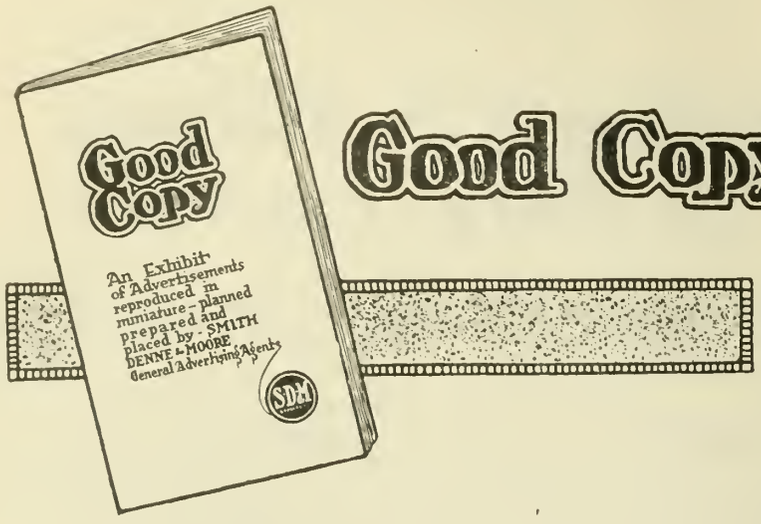
Rural Canada offers an immediate and rapidly expanding market for products similar to those demanded by the farmers of the United States. Large numbers of American manufacturers are establishing branch factories in Canada, while others are developing their export trade with this country. Canadian manufacturers are wide awake to the possibilities in their home market. The FAMILY HERALD and WEEKLY STAR will be pleased to answer enquiries or make special investigations regarding the rural market for any particular product.

The FAMILY HERALD and WEEKLY STAR is the most national of all farm papers in North America. Circulation exceeding 150,000, reaching one out of every five farm homes in Canada. Rate forty cents per line for entire edition. For either Eastern or Western edition, 25 cents per line. Published Wednesday. Forms close one week in advance.

The Family Herald and Weekly Star

Canada's National Farm Journal
Established 1870

MONTREAL **CANADA**


Good Copy
An Exhibit of Advertisements reproduced in miniature—planned prepared and placed by SMITH DENNE & MOORE General Advertising Agents
SD&M
Good Copy

You will be interested in this Book *(Copy mailed free on request)*

It contains miniature copies of some of the principal advertisements "planned", "prepared" and "placed" by Smith, Denne & Moore, Limited.

Copy has always been a strong feature of the Smith, Denne & Moore Agency service, and it is very gratifying to find that among other good things said about S. D. & M.—it is universally recognized that S. D. & M. copy takes a leading place in Canadian advertising production.

Good copy does not rest in "Art Work." Good copy does not rest in "Literature"—nor in "Layout Gymnastics." Good copy is that presentation of the "selling idea" in such a way as most directly and most completely to carry that idea home to its objective. Different problems require different treatment and probably one of the causes of the success of S. D. & M. lies in the fact that the S. D. & M. treatment of advertisements is the exact scientific treatment for each individual problem.

The progressive Agency to-day boasts not of the number of artists in its employ—not of its "Masters of Literature"—not of its number of insertion checkers. It boasts of men having *selling ideas*—plus the ability forcibly to present those ideas in good copy.

The good copy that emanates from Smith, Denne & Moore Limited is neither "art work," "literature" nor "layouts", merely. It is each, any and all of these created to fit the *selling ideas* of the particular campaign in hand.

SMITH, DENNE & MOORE

Limited

General Advertising Agents

TORONTO
Lumsden Bldg.

SD&M LIMITED

MONTREAL
McGill Bldg.

Branch Offices at New York, London, Paris

(Continued From page 241)

Home Exhibition at Olympia, at which model houses, from prize-winning designs, were shown in a very interesting way Harrods offered to build fifty of these houses at a cost of about £1,000 each, for the first fifty applicants. Now, 50 houses at $20,000 each represent $1,000,000. Harrods offered to make the terms of purchase agreeable to those ordering the houses—a truly amazing offer.

The Harrod's Exhibit at the *Daily Mail* Ideal Home Exhibition was a very fine one. In the first two days of the Exhibition they took orders for furniture and furnishing to the extent of $90,000!

The manager of this Exhibition said to me, "We charged 7s. 6d. (say $2.00) a square foot for space; and the effect was to cause exhibitors to erect finer stall structures and to spend more money on their displays." He half feared it might have worked out the other way. In the same way, the users of *The Ladies Home Journal* and other high costing mediums, have learned to use colour advertising: to recover high costs they make their advertising more attractive. We see the same thing in the preparation of expensive catalogues; the more costly they are, the more do those issuing them strive to make them resultful—this by plus expenditures for better paper, printing and illustrations. These extras, reckoned as a percentage, are small; they are an insurance premium, to protect the value of property.

The Amalgamation Age

I have been told that two strong and successful London firms of trade and class paper publishers are buying up as many good publications as they can get hold of. This practice follows that of Harrods, Debenhams, Selfridges and Barkers, in the retail drapery field, and of many huge industrial organizations such as Vickers, Lever Bros., British Glass Industries, Explosive Trades, and numerous other giant commercial organizations. Everywhere in the United Kingdom, and in all branches of industry, mergers and absorptions are taking place. One wonders what the issue will be. One suspects the monopolies and trusts will multiply, and that certain commodities will be price-manipulated at the will of their corporate owners.

J. & P. Coats and the Price of Cotton Thread

One such monopoly, or virtual monopoly, is that of the business known as J. & P. Coats Ltd., manufacturers of sewing cotton. This firm, it is estimated, makes 95% of the

Dairy Farmers Earned $250,000,000 in 1919

Dairy farmers are the wealthy farmers of Eastern Canada. During 1919 they received in cash for dairy products---milk, cream, butter and cheese, over $250,000,000. This amount does not include the supplies used in the dairy farm homes; the cash realized from the sale of pure-bred stock, nor the receipts from the sale of hogs, grain, veal and other bye-products of the dairy farm.

The investment in live stock, buildings and farm equipment of dairy farmers equals that of many business institutions. That is why dairymen are such extensive buyers of every kind of farm and home needs. They are the "big business" farmers of Eastern Canada---and the most extensive advertisers of pure-bred stock.

Get Their Business. It offers most sales per farm home. You can approach them directly through their own publication.

FARM AND DAIRY

Canada's National Dairy Magazine

A.B.C. Member - Reports on Request
Advertising and Color Rates on Request

PETERBORO **ONTARIO**

Supreme in Its Field--

The unquestioned supremacy of the OTTAWA FARM JOURNAL in the rich Eastern Ontario Field is emphasized by a comparison of the circulation figures of the six leading Farm Papers that circulate in this territory.

COUNTY	Ottawa Farm Journal	Canadian Farm	Family Herald & Weekly Star	Canadian Countryman	Farmers' Advocate	Farm and Dairy
Carleton	1459	865	366	215	338	319
Dundas	1503	400	165	130	352	290
Durham and Northumberland	715	687	1079	1052	1043	358
Frontenac	498	402	574	580	245	369
Glengarry & Stormont	2457	730	299	188	367	446
Grenville	1202	613	240	171	...	206
Hastings	2099	961	916	917	377	402
Lanark	1354	865	750	367	498	346
Leeds	1104	538	571	651	367	342
Lennox & Addington	352	405	542	401	230	173
Nipissing	450	1175	454	447	92	253
Peterboro	842	373	640	468	381	470
Prescott	477	183	88	100	109	32
Prince Edward	306	258	436	554	237	208
Renfrew	1442	1400	750	695	437	513
Russell	421	757	256	194	283	237
Victoria & Haliburton	605	854	916	740	624	357
	17,286	11,466	9,072	8,170	5,980	5,291

These figures in no case represent the total circulation of any of these Farm Media.

Less than 500 copies of THE OTTAWA FARM JOURNAL'S total circulation of 24,068 go outside the 17 Counties of Eastern Ontario and 4 Counties of Western Quebec—a remarkable concentration that is peculiarly effective.

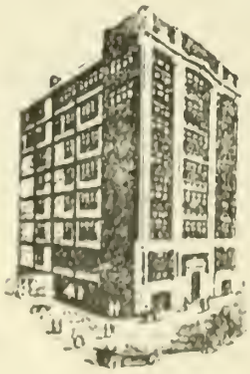
To reach the prosperous agriculturist of the Great Central Dairy Belt of Canada, THE OTTAWA FARM JOURNAL is by far the most profitable medium.

The OTTAWA FARM JOURNAL

OTTAWA ONTARIO

TORONTO
J. B. Rathbone, Manager
95 King St. East

LONDON, ENG.
Robert Houlton,
Effingham House,
1 Arundel St. Strand, W.C. 2



Journal Building

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—Fifth Avenue Bldg
CHICAGO—Peoples Gas Building
BOSTON—Old South Building

sewing cotton used for domestic purposes, and a very considerable portion of that used for manufacturing. Recently this firm raised the price of a spool of thread to 20c from 15c. The pre-war price was 5c. The firm's profits in 1914 were £2,634,388; in 1919, they were £4,895,149. A clause in the compulsory agreement between J. & P. Coats and the Drapers' Chamber of Trade (as representing the retail drapery interests of the United Kingdom), dated September, 1912, provides that no retailer who receives supplies of Coats' sewing cotton is allowed to sell sewing cotton manufactured by any other manufacturer unless he makes the same margin of absolute profit on the non-Coats cotton as on the cotton of Coat's manufacture. If this practice is not adhered to the selling agency of J. & P. Coats and associated firms is empowered to close the account of the transgressing retailer.

Another all-powerful organization in Great Britain is the Imperial Tobacco Company, but recent official investigation of the operations and profits of this Company praise rather than damn it. One feels that Great Britain is to become a country of trusts in spite of the forces arrayed against the powers that send prices sky-rocketting.

* * *

B.S.A. Guns, Limited, of Birmingham, England, is advertising a hammerless shot gun in Western Farm papers. Fraser Company, Montreal, are sole distributors for Canada.

* * *

John A. MacLaren is now General Advertising Manager of the Continental Publishing Company, in place of P. W. Graham, resigned. Mr. MacLaren previously represented that Company in Western Ontario, which territory, James M. Cane succeeds him. Edmund V. Corbett has been appointed a Toronto representative, and John G. Lucas, assistant to Mr. MacLaren. John C. Hogan will be American representative of the company, east of Detroit.

* * *

Canada's First Rotogravure Section

The Toronto Star Weekly appeared on April 17th with a new rotogravure section the product of its own press recently installed. Although not the first rotogravure work to be done in Canada, the Star Weekly is the first newspaper to instal its own equipment for turning out these supplements. The new plant takes up a whole floor of the Star Building, and all the work is done on the premises.

The circulation of the Star Weekly has been steadily climbing, is now over 121,000, and likely to go still higher. Advertising space in the rotogravure section is sold at double regular display rates, minimum 30 cents a line.

James Fisher

W. H. Bowman

E. W. Reynolds

W. M. Chisholm

J. W. G. Clark

Wm. Wright

A NEW Advertising Agency---

Formed because the members had certain ideas and ideals of service that could be carried out completely only in an agency controlled by themselves.

The organization is well balanced, experienced and knows the Canadian field thoroughly.

Its **ideas** and **ideals** of service are advanced, progressive and sound.

A client of the new agency says:

> "I've been advertising for nine years and have been looking for an agency like The James Fisher Company, Limited, for a long time".

Have you also been looking for a service such as this new agency is organized to render?

The James Fisher Company, Limited

ADVERTISING

386 Yonge Street, Toronto

Service With Sincerity

Service With Sincerity

"I am very much impressed with the steady growth in reader interest and influence shown by The COURIER"—

said a large national advertiser recently. "It discusses timely, interesting topics in an authoritative manner. It is thoroughly Canadian in tone, and both sane and courageous in its comments on topics of local and national interest."

"I always recommend The COURIER to my clients with a great deal of confidence"—

an advertising agent stated in a recent conversation. "It is interesting editorially; its advertising columns are clean, and the publication is steadily improving in typographical appearance. An advertiser in the COURIER is in good company."

Issued twice a month
35c. per line per issue

CANADIAN
COURIER

Membership A.B.C. from the beginning

181 Simcoe St. - - TORONTO

Programme for A. A. C. of W. Indianapolis Convention

Plans for the Annual Convention of the Associated Advertising Clubs of the World, to be held in Indianapolis, Ind. June 6th to 10th next, are rapidly taking shape.

As has been the custom in recent years, the programme commences with inspirational meetings on Sunday afternoon. There will be sermons in five leading churches, preached by men of prominence in the advertising and publishing fields.

General sessions will be held on Monday, Tuesday and Wednesday forenoons Wednesday night and Thursday afternoon. The rest of the time will be devoted to departmental sessions. Attractive entertainment features are being planned for Monday and Tuesday nights by the Indianapolis Advertising Club. An educational advertising exhibit will again be a feature of the gathering. The general plan for the program, as it now stands, is as follows:

GENERAL CONVENTION THEME

ADVERTISING—HOW AND NOW

SUNDAY SESSIONS

Afternoon

Principal speaker, Richard H. Lee
Subject—"The Golden Rule as an Applied Business Force."

Other speakers, features and musical program to be provided by the Indianapolis Committee, subject to the approval of National Program Committee.

President Donnelley will be temporary chairman, introducing retiring president, E. T. Meredith as permanent chairman, at Mr. Donnelley's suggestion.

Evening

Services in the following downtown churches:—

First Baptist, Roberts Park Methodist, Second Presbyterian, Christ Church, Meridian Street Methodist.

The pulpits will be occupied by laymen of prominence who attend the convention.

Monday Morning

Session Subject: "*How* to Make the Best Use of Advertising *Now*."

(*1*)—Advertising as an Economic Force.
(*2*)—How to Analyse Buying Motives.
(*3*)—The Economies and Economics of Product and Market Analysis.
(*4*)—Putting Longer Legs on the Advertising Dollar.
(*5*)—Scientific Advertising Training in Schools and Colleges, and its effect Upon Advertising.
(*6*)—How to keep Production up with the Advertising by Selling the Advertising to the Workers.

Tuesday Morning

Session Subject: "Advertising, How and Now, in its Relation to Distribution."

(*1*)—The Efficient Distribution of Agricultural Products—The Part that Advertising Can Play, by E. T. Meredith, Secretary of Agriculture.
(*2*)—How to fit the display Window into Local and National Advertising.
(*3*)—The Function of the Wholesaler as an Independent Advertiser and Merchandiser, as well as a Distributor.
(*4*)—How National Retail Distribution Can Best Be Obtained—
(*A*)—By National Mediums.
(*B*)—By Other Means.

EVERYWOMAN'S WORLD

ANNOUNCES AN INCREASE IN ADVERTISING RATE

¶ "Everywoman's World" has made no increase in its advertising rate for over two years.

¶ The tremendous increases during this time in the cost of everything entering into the production of a high-grade magazine have been met, in part, by substantial advances in subscription rates and the installation of new and improved printing and binding machinery, which have helped to keep down manufacturing costs.

¶ Further large increases in costs have, however, made an immediate increase in the rate for advertising space imperative.

> ¶ *We therefore announce that an advance of 10c. per agate line will go into effect May 1, 1920, making the rate on and after that date 95c. per agate line flat. Advertisers placing contracts before May 1, 1920, for definite space, will be granted protection until October 1, 1920, after which date the new rate will take effect on all business.*

¶ Advertisers know that in "Everywoman's World," they have in every way the highest class magazine that has ever been produced in Canada. The appreciation in which it is held by Canadian women is proven by its circulation and the fact that though its subscription rate increased 100 per cent. in the past three years, the direct-by-mail renewals were higher in 1919 than ever before.

¶ The care with which every issue is read in the homes of its more than 100,000 subscribers is proven to the advertiser by the fact that the cost of returns from "Everywoman's World" is less than from any similar publication in Canada and the volume of business in proportion to enquiries is higher. We will gladly furnish ample data in proof of this statement.

OVER 110,000 COPIES PER ISSUE

¶ The announcement that, in addition to its outstanding editorial excellence, "Everywoman's World" had secured exclusive control for Canada of the famous "Le Costume Royal" fashions and pattern service, and beginning with our March issue would feature a full display of these distinctive fashions each month, has so increased the demand for the magazine that an extra news-stand edition of 10,000 copies per issue has become necessary. This will undoubtedly be considerably increased during the year.

¶ Our advertising rate, however, still remains based on a circulation of 100,000 net paid (guaranteed by A.B.C. audit). Over 98 per cent. of this great Canadian circulation goes direct by mail to paid-in-advance annual subscribers, thus eliminating all possibility of waste.

¶ To the advertiser whose products are bought by women, or who seeks the goodwill and influence of the women in the home in favor of his products, "Everywoman's World" represents the strongest and most economical advertising medium in Canada.

"CANADA'S GREATEST MAGAZINE"

Continental Publishing Company, Limited

TORONTO — Publishers of "Everywoman's World," "La Canadienne," "Everywoman's Needlecraft Companion," "Everywoman's Storekeeper" — MONTREAL

Largest Circulation in Moose Jaw

The Daily NEWS (EVENING)

The purchasing power of the people in the district covered by The News is unusually high, because they reside in one of the most favored wheat areas in the Province of Saskatchewan. National advertisers can cover this rich territory in the most effective way only by using space in Moose Jaw's ***leading evening paper, The Daily News,*** members of A.B.C.

Net paid circulation for the three months ending Sept. 30th, 1919—6160 Total distribution—6506

Covers a Very Rich Wheat Area

United States Representatives:

DAVID J. RANDALL
341 Fifth Ave., NEW YORK, N.Y.

A. R. KEATOR
1411 Hartford Bldg., CHICAGO, ILL.

ALL PUBLISHERS

will furnish advertisers with circulation reports verified by the Audit Bureau of Circulations---

WHEN ALL ADVERTISERS apply to the buying of space the same discriminating judgment that is deemed essential in other branches of their business.

Audit Bureau of Circulations
202 S. State St. CHICAGO

(5)—How Advertising Facilitates Economical Distribution of Raw Materials and Manufactured Articles from One Industry to Another.

(6)—Advertising as a Modern Sales Machine for Getting Distribution at Minimum Cost to the Final Consumer.

Wednesday Morning

Session Subject: "New and Significant Developments in Advertising."

(1)—Co-operative Advertising as a Social Service as well as a Powerful Sales Force.

(2)—A Plan for a U. S. Department of Advertising.

(3)—The Clean-up, Paint-up Movement—Developing a Market Through Cultivation of Interest in Civic Hygiene and Beauty.

(4)—What Applied and Practical Psychology is doing to Shorten the Distance between Human Minds.

(5)—Advertising a Nationalizing, Unifying Influence: How it creates National Standards in Dress, Food, Amusements, Buildings, Furniture and all Necessities of Life, thus Standardizing all Industry from Raw Materials to the Finished Product, and Uniting People and Sections through Common Tastes and Interests.

Alternatives

What Women Owe to the Homemaking Influence of Advertising; by a Woman.

Advertising and Americanization.

The fact that 2,000 prospective delegates already have paid for first day hotel accommodations at Indianapolis and that 500 running feet of exhibit space in the Indiana State House already have been taken by exhibitors, indicates that the 1920 convention of the Associated Advertising Clubs of the World is going to be one of the most successful from the standpoint of interest and attendance that has ever occurred.

Those expecting to attend are advised to apply for Indianapolis hotel reservations through local advertising clubs, whether they are members or not. In case there is no club in the district, business and advertising men and women desiring to attend the convention may make reservation through the Indianapolis Convention Board, Indianapolis.

* * *

Woman's Century Magazine, Toronto, is a recent applicant for membership in the Audit Bureau of Circulations.

Western Home Monthly, Winnipeg, has been listed as a member of the Audit Bureau of Circulations.

* * *

The booklet issued by The Montreal *Star*, containing an exhaustive analysis of the *Star's* circulation, and also information regarding Montreal and surrounding territory, will prove well worthy of attention by national advertisers. The information regarding both field and publication is very complete.

* * *

The Windsor Phonograph & Record Co., Ltd., is a new advertiser in Montreal. Large copy is appearing in newspapers advertising the Windsor Phonograph, evidently to assist in getting dealers lined up.

Like a Story From The Arabian Nights

Except that this Romance of a Thriving Enterprise Happens to be True

ONCE upon a time there were two evening papers in Toronto. Then a third one came into the field. That was more than twenty years ago. To-day that third paper is now first in circulation and advertising prestige. The then second paper has recently gone out of business.

Ten years ago it was decided to bring out a week-end or Sunday Edition of this evening paper, to be distributed Saturday night, because distribution on Sunday is illegal in Ontario.

This newspaper was modelled upon the standards set by the Sunday Editions of the New York Times and Chicago Daily Tribune.

It was to have the best available news service in Canada. It was to carry the most entertaining feature stories. It was to have a very attractive Women's Section and the cleanest, funniest Comic Section. Finally it was determined to publish with it—a lively bright all-round interesting Pictorial Section.

Each of these objectives has been achieved in turn.

Now we have gone one better with the Pictorial Section.

Commencing April 17th this week-end paper

The Toronto Star Weekly

achieves its ultimate desire by presenting its pictorial news section by Rotogravure process.

THIS IS THE ONLY ROTOGRAVURE PICTORIAL SECTION IN CANADA

It opens up an unequalled medium for Canadian pictorial advertising. Not only as far as beauty of copy presentation, but as far as the volume of circulation. Think of it! 124,000 copies guaranteed. Practically no returns.

Here, then, in brief is the romantic story of the growth of The Toronto Daily Star and its big brother the Toronto Star Weekly. The Star Weekly to-day has the largest circulation of any Metropolitan weekly in Canada, a circulation moreover amongst those who live in the richest industrial area.

Toronto Star Weekly

Circulation 124,000

Rates for Advertising

Double display that is 30c. per line on 5,000 line contract or over. 50c per line flat on one time orders.

Printing Conditions

Original photographs or original wash drawings must be supplied to print from, if half-tone reproduction is desired. For line drawings or type, original zines or good electros only are necessary if drawings cannot be supplied

United States Representatives—Charles H. Eddy Company

New York Boston Chiago

Better
at
performing
than
promising
!

Federal Advertising Agency

T. H. YULL, Director

LONDON, : : CANADA

It is reported that the Gold Medal Furniture Company will be the next concern to enter the phonograph field in an extensive manner. An advertising campaign in behalf of the new phonograph is mooted for the near future.

Consolidated Advertising Agency, Toronto, is placing advertising for Chase Tractor and K. & S. Tires.

H. H. Prittie, for several years, assistant to W. B. Somerset, General Manager of A. McKim, Ltd., Montreal, has returned to the Toronto office of this agency. Harry's many Montreal friends will be just as sorry to see him leave the Royal City as his Toronto friends are glad to see him return.

Some unusual automobile insurance advertising is now appearing in the daily newspapers over the Dominion of Canada Guarantee and Accident Insurance Company's signature. In this advertising the risks assumed by the automobile owner who neglects to carry proper insurance protection are graphically pointed out, both by illustration and argument. This is only one example of the manner in which accident fire and liability companies are waking up to the educational value of printers' ink and white space properly used. An unusual amount of this class of advertising is now appearing in dailies all over Canada; apparently these companies are taking a leaf out of the book which has been so effectively used by the life insurance companies.

The Calgary Daily Herald

ONLY EVENING NEWSPAPER IN CALGARY

CIRCULATION cannot be guaged by figures alone. For one paper's circulation means so many copies sold---nothing more, nothing less. For another it means direct and influential appeal to a great body of human beings, keenly responsive to every line of news or advertising published in their favorite paper.

The Calgary Daily Herald is a powerful influence in the lives of all the citizens of Calgary. Even when they may oppose its opinions they are keenly interested in what The Herald says.

A definite part of each day is set aside by nearly everybody in Calgary for reading The Herald.

Your advertising will reach your market with more driving power through the columns of The Herald in Calgary.

Member Audit Bureau of Circulations

The Herald Publishing Co., Ltd., Calgary, Canada

Representative for Eastern Canada:
EDGAR J. GUY
Royal Bank Bldg., Toronto, Ont.

Representative for United States:
HENRY DE CLERQUE
800 Mallers Bldg., Chicago, Ill.

L. KLEBAHN
1 W. 34th St., New York, N.Y.

The Gazette

MONTREAL, CANADA

"Canada's Best Newspaper"

ONLY ENGLISH MORNING DAILY IN MONTREAL

Only 3c. English Daily in Montreal

"One of the cleanest and best newspapers published on the American Continent."

—Mr. Jason Rogers,

Publisher of The New York Globe.

"One of the World's Greatest Newspapers."

—Mr. Stanley Clague,

Managing Director of The Audit Bureau of Circulations.

Member of Audit Bureau of Circulations

REPRESENTATIVES

OTTAWA
John Bassett,
28 Central Chambers

TORONTO
W. T. Martin,
123 Bay Street

LONDON, England
T. R. Clougher
Royal Colonial Chambers,
18, 19, 20 Craven St., W.C.

NEW YORK
Gilman, Nicoll & Ruthman,
World Building

CHICAGO
Gilman, Nicoll & Ruthman,
Tribune Building

EGERTON RYERSON — ITS FOUNDER

Here's Purchasing Power!

In the recent Forward Movement Campaign the Methodist people of Canada—**in one week**—gave, for the work of the church, over

$4,000,000

Well---The Christian Guardian

goes weekly into 40,000 of the homes of the people who gave that $4,000,000. Indeed **"Guardian"** homes are known to be the "giving" homes.

Tell Them of Your Goods, Your Product---They'll Buy It

N. B.—Goods, Product or Proposition HAVE to be right, or you CAN'T tell about them in the Guardian.

The Dominance of THE WHIG in Kingston

is responsible for the large number of leading local merchants who use its advertising columns exclusively.

Only A.B.C. Paper in Kingston
February Average, 6,379

Fort William and Port Arthur Grain Exchange

"CANADA'S LEADING SAMPLE MARKET"

SHIPPING YOUR GRAIN via the Sample Market route means dollars and cents to you. Utilizing this Sample Market does not cost any additional money.

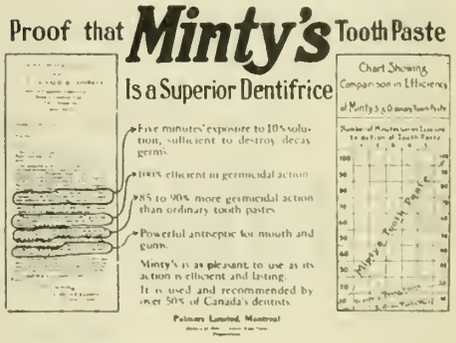
SAMPLE MARKET TRADING is simply another method adopted by this Exchange to sell your grain to the best possible advantage. On Sample Markets you will not secure any less than selling by Grade. Possibilities are you will secure a substantial premium. To take advantage of this you simply mark on your Bill of Lading the two words "Sample Trading." An additional sample will be drawn from the car and exhibited on the sample tables at this point.

Further information gladly given on request.

SECRETARY C. BIRNEY
Grain Exchange, Fort William, Ont.

Names of Firms Doing Business In Our Exchange

The advertisement of the Fort William Grain Exchange is a step in the right direction. More advertising of this kind featuring the objects of the co-operative movement in question would be of unquestioned benefit to advertiser and public. This advertisement, run in large newspaper space, was excellently displayed, and easily read. The copy writer showed good sense in not trying to crowd too much reading matter into the space used, and in using plenty of white space to set off his message to the best advantage.



Proof that Minty's Tooth Paste Is a Superior Dentifrice

Chart Showing Comparison in Efficiency of Minty's Tooth Paste

- Five minutes' exposure to 10% solution, sufficient to destroy decay germs
- 100% efficient in germicidal action
- 85% to 90% more germicidal action than ordinary tooth pastes
- Powerful antiseptic for mouth and gums.

Minty's is as pleasant to use as its action is efficient and lasting. It is used and recommended by over 50% of Canada's dentists.

Palmers Limited, Montreal

Any person who is a crank on the subject of tooth paste will read the accompanying Minty Tooth Paste advertisement with a good deal of interest. It is not a pretty advertisement to look at by any means, but it does give clinching arguments for the use of this kind of dentifrice. The copy is of the reason-why variety to the n-th degree, but whether this style of advertisement is as likely to attract the attention of the user of tooth paste as is the conventionally illustrated type, is a moot question. Charts and letters of commendation frequently make dull reading at best; and hence are frequently passed up by the reader.

* * *

The Ottawa *Journal* newspapers have recently issued a 32-page booklet, very attractively printed and illustrated featuring the resources of Ottawa and the Ottawa Valley, as well as interesting information regarding the buying habits of the district. This booklet is 9 by 12 inches in size, and printed in two colors.

* * *

The advertising of Boeckh Co., Ltd., Toronto, manufacturers of brushes, has been placed with Norris-Patterson, Ltd.

CAN YOU WIDEN YOUR MARKET?

How one manufacturer secured important accounts in a field he had hitherto not considered

Written for MARKETING by WILLIAM G. COLGATE

IF you were selling sealskin coats to the Esquimaux and someone told you that you might find a market for them among the equatorial tribes you would be inclined to think your informant had what Charles Lamb called "a touch of the motley" or else was densely ignorant of even the elementary notions of trade. Yet the case I have in mind while not nearly so extraordinary is unusual enough to be worthy of record.

For years the Hamilton Carhartt Company of Toronto has been doing a thriving and increasing trade in overalls and gloves among the dry goods and general stores and service stations of the Dominion. They have in the meantime, given practically no thought to entering new fields. Hadn't even considered it possible in fact, until one day the representative of a hardware trade paper called to solicit advertising.

Advertise gloves to hardwaremen! What was the use? It was like asking them to carry sweater coats as a side line. However, the solicitor persisted and pointed out what he thought were very cogent and pressing reasons why the hardware retailer could be made to see that it was to his advantage to do so. Finally after some argument in which the manufacturer expressed himself as neither convinced nor hopeful, the trade paper man asked to be allowed to demonstrate what could be done with a line of samples, The suggestion was agreed to more, it must be confessed, as a means of getting rid of the visionary salesman than because it was thought possible to interest the hardware trade in such a line as gloves.

Much to the surprise of the manufacturer, the solicitor elected to choose his own samples from among the first grade gloves. These were made of leather specially prepared to offer resistance against the inclement weather, steam, and the dry heat experienced by firemen.

From the very first the retail hardwareman took kindly to the idea of making gloves a part of his regular stock. Not without persuasion, it is true. But after having taken the plunge he rather liked it, and came back for more. As the trade paper representative said "In one store where I got the initial order, I was informed that they had 'repeated' twice despite the fact that the glove season has been very backward. In another store the firm had the gloves most prominently displayed in a show case where they could be readily seen." Altogether in a short space of time the representative managed to open about eight or ten new accounts which proved to his satisfaction no less than to that of the manufacturer that in the hardware trade there was a profitable and fertile field awaiting cultivation. Perhaps this is all the more surprising inasmuch as the gloves were not cheap gloves, thrown together by cheap labor, but were good gloves well made by capable workers under careful supervision. Most of the lines sold in this way are made of split and full horsehide for all classes of trade, ranging from farm workers' mitts, one-finger mitts and gloves, to the highest class railwaymen's gloves and gauntlets. All, however, allowed a fair margin of profit to the dealer.

The manufacturer's regular salesmen have since taken up and developed the idea intensively, with the result that in Toronto alone nearly two dozen accounts have been added to the list in about a month's time.

A liberal cheque was offered to the trade paper representative to cover his commissions on the new business he had created. He, however, returned this with the request that it be awarded to the salesman making the largest sale of gloves to the hardware trade at the end of a certain period. The only condition he laid down was that the winner should write and tell him how he did it.

A notable effect of this new departure is its influence on the trade paper advertising. The hardware dealer is now being directly approached on the subject of selling gloves as a regular line. Suggestive text and illustrations point out methods that might be adopted to stimulate a demand for gloves among the hardware store's customers. Specific selling arguments are furnished and window and showcase displays in conjunction with tools, ashsifters, shovels, etc., shown. The possibility

Is your store located in a railroad town? Do you realize there's a chance here to do a thriving business in Carhartt Gloves by selling them to the trainmen? Nearly all the men on the road wear Carhartt Overalls and Carhartt Gloves and if the article bears the well-known heart-shaped brand—that's all they want to know.
But Carhartt Gloves are by no means confined to railroaders; we have them for drivers, motorists, gardeners, engineers, firemen—for every kind of job where gloves are used. Get a sample assortment; display them in the store and in the windows along with tools, lanterns, etc., and then watch your sales grow.
HAMILTON CARHARTT COTTON MILLS LIMITED
Toronto Montreal Winnipeg Vancouver
CARHARTT GLOVES

One of the page trade paper advertisements urging hardware dealers to stock gloves—a new sales channel opened

IT is difficult to realize in these days of System, that any concern in any Industry should conduct its affairs without any relation to the subject of Cost.

At a recent gathering of the Allied Trades of the Fourth Estate, there were placed together at the banquet table three Manufacturing Photo Engravers. In a short while the eternal question came up, Prices and the Cost of Production.

"A," who kept a very accurate Cost System, gave a long dissertation and many reasons why the present minimum scale of selling prices was too low.

"B" agreed, but was not in possession of facts, gained from his own experience, to warrant his opinion.

"C" did not keep costs, but was rather decided that the price was high, basing his views on opinion only. He was very practical, working in the shop alongside of his men, knew every detail of every operation, and was generally considered an expert and one whose opinion should be respected.

He was requested to estimate the Cost of Production of an individual Minimum Square Finished Half-Tone, basing his figures on the supposition that the engraving would go through without a slip or a mistake occurring. The following was his analysis:—

Negative, 30 Minutes—Cost in Wages	$0.50
Printing and Stripping, 30 Minutes—Cost in Wages	.33
Flat Etching and Finished, 30 Minutes—Cost in Wages	.50
Bevelling, Routing, Mounting, Proving, 30 Minutes	.50
Total Wages Paid	$1.83
Material, 40%	.73
Total Productive Cost	$2.56
Overhead, 100%	2.56
Total Cost	$5.12
Profit, 10%	.51
Fair Selling Price	$5.63

He could not believe the result arrived at. He questioned the advance for materials, but as this was the average cost of materials for 99% of the shops in Canada, it had to be accepted as fair. The Overhead advance was figured on the same basis.

He left the table with a firm determination to install a Cost System and a full appreciation that the current price of $1.50 was extremely fair and was only made possible by the engraver being fortunate enough to have in his shop a quantity of work that would permit economies in operations being effected in certain departments.

This analysis, we might add, applies to nearly every type of engraving, and the present scale is only possible as long as the volume of business keeps up.

The Manufacturing Photo Engravers Association of Canada

"An organization formed several years ago, embracing all Canada, consisting of manufacturers of all types and kinds of engravings. As an Association it neither manufactures, buys nor sells. Its sole purpose is to assure for the mutual benefit of the industry and the buying public the best class of engraving that scientific knowledge and human skill can produce at a fair price.

of the retail hardwareman adding overalls to his gloves is also being seriously considered. It is felt, and not without apparent reason, that the place where workingmen and householders come for their supplies of tools is the logical place for them to procure the protection which overalls and gloves afford. And not the least influential argument in favor of the more universal demand for these products is the present high and increasing cost of clothes.

As one reads the account of the excursion of the overall and glove manufacturer into a domain not formerly considered his province, the question naturally arises how many other producers are overlooking opportunities of this kind because they feel that they are reaching all their possible customers? In these days of transition and of changing methods, when old trade boundaries in almost every line are being shifted or effaced, it behooves the manufacturer to think hard before he gives a final answer to this question—else his competitor may pass him napping on the way.

❦ ❦ ❦

Mr. P. W. Graham, formerly advertising director of the Continental Publishing Co., Ltd., publishers of *Everywoman's World*, *La Canadienne*, *Everywoman's Needlecraft Companion*, etc., has resigned to join the Young Canada Publishing Company publishers of *Rural Canada*, as director with the office of Treasurer. He will direct the advertising and technical service end of the publishing of *Rural Canada* and other publications shortly to be announced.

❦ ❦ ❦

Howard Smith Paper Mills, Limited has forwarded to present and prospective customers a very useful bound booklet of 264 pages, which is entitled "Paper Costs at a Glance." This book, bound in cloth, is a ready reckoner, giving at a glance, by means of carefully arranged tables, an answer to the many problems regarding paper costs, etc., which arise daily in every printing establishment. The tables are exact and comprehensive, but in the name of modern time-saving efficiency, why are they done by hand instead of being printed, as one would naturally expect?

❦ ❦ ❦

The *Calgary Herald* recently sent out by mail, a full-page advertisement on regular newsprint designed to call attention to the powerful influence *The Herald* exercises in the lives of Calgarians. The one side of the sheet contained an announcement in bold type, calling attention to the opposite side of the sheet, which was covered with typical want ads., along with testimonials showing the results pulled by each advertisement. This is a novel and effective way of demonstrating the value of a publication to its advertisers' local and foreign.

"I like your service because it is complete"

That's what a prominent executive told us the other day when entrusting us with his 1920 advertising appropriation. This man knew. He had had a specially favorable opportunity for making comparisons and he finally chose us to handle his advertising, largely because of the thorough manner in which we had performed the preliminary work of the campaign.

After all, it is thoroughness that counts. Nothing permanent or worthwhile in art, letters or business is achieved without thorough and intelligent preparation. It is the presence of this very essential quality in what we are doing and have done, that is holding old clients and making new ones. In a word—

"It's All in the Service"

Norris-Patterson

Limited

ADVERTISING AGENCY

232 St. James St., MONTREAL

10 East Adelaide St., TORONTO

ST. THOMAS

is a favored city, geographically, naturally and industrially. It is situated midway between Detroit and Buffalo, and is the county seat of one of the richest farming section in all Canada---Elgin county.

It is the divisional terminal of five international steam railways, with a local payroll of almost $1,000,000 annually ---to which must be added the yearly wage total of many thriving industries.

The surest and the most direct way to reach the well-filled pockets of the 18,000 people who habitually shop in St. Thomas is through regular advertising in THE TIMES-JOURNAL---the only daily newspaper published in Elgin County.

Is THE TIMES-JOURNAL on your list for adequate space? You cannot afford to overlook this field.

TIMES-JOURNAL

ST. THOMAS - - *Member A.B.C.* - - ONT.

A.B.C. audited circulation—9,000 plus

CANADIAN FARM renders to its readers an unusual service, consequently it enjoys unusual reader influence. An increasing number of national advertisers are finding this out for themselves each month.

If you have a product that will interest over 30,000 progressive farmers in Ontario, you cannot afford to overlook **CANADIAN FARM**, with its unique *twice-a-week service* to subscribers.

Has **CANADIAN FARM** an adequate place in your advertising expenditures. Full information can be secured from your agency; or write us direct.

Advertising Rate—18c. per Line
Sold on a Guaranteed Circulation Basis

Canadian Farm

Member A.B.C.

181 SIMCOE ST. : TORONTO

Five New Books on Selling

The busy sales manager will find much of interest and importance in the new Shaw Selling Series, recently published by A. W. Shaw Company of Chicago. The Series consists of five volumes of approximately two hundred pages each, entitled "Handling Salesmen at Lower Cost"; "More Sales Through Advertising"; "Organizing for Increased Sales"; "Goodwill, Trademarks, and Unfair Trading"; "Graphic and Statistical Sales Helps." These books cover their subjects carefully, yet in a very readable and concise manner. From them the busy executive may learn how other executives have solved problems similar to those which he is facing; he will pick up many new ideas, and he will learn how any of the prospective plans he may have in mind has worked out in other cases. It is stated by the publishers that every one of the tested plans and methods described in these volumes has "passed the dividend test"—which in itself sufficiently indicates the worth of this series.

❦ ❦ ❦

A rather unique single page insert accompanied the *Toronto Daily World* of April 7th. This insert consisted of a full page sheet cut from a wall paper roll, showing the pattern on one side and on the reverse side a full page advertisement of The T. Eaton Co., Limited. This insert was printed and folded with the rest of the paper exactly as if it were newsprint—a very creditable performance.

❦ ❦ ❦

The *Calgary Herald* has announced an increase in rate of two cents per line, the new rate of eight cents becoming effective on June 1st, 1920 on all business not under contract. The step has been necessitated by the greatly increased expense in wages and materials, together with the precarious situation regarding newsprint supplies in the west.

❦ ❦ ❦

Changes in Canadian Explosives Limited

Owing to the absorption of many new companies, Canadian Explosives, Limited have made various readjustments in the sales forces concerned. The personnel of chief sales executives is as follows:

Winthrop Brainerd, Vice-President in charge of all sales; E. W. Monk, general sales director; Reginald Grubb, Director of sales, Canadian Explosives, Ltd.; W. A. Cotton, Director of sales, Canadian Fabrikoid, Ltd.; E. H. Johonnot, Director of sales, Dominion Cartridge Co., Ltd.; J. J. Riley, Director of sales, Flint Varnish and Color Works of Canada, Ltd.; F. J. Poulter, Director of sales, Arlington Company of Canada, Ltd.; J. B. Moriarty, General Sales Manager for all companies, Montreal District; J. W. Holmes, General Sales Manager, Toronto District; H. M. Wylde, General Sales Manager, Halifax District; R. T. Stewart, General Sales Manager, Sudbury District; A. C. Wilson, General Sales Manager, Toronto District; P. H. Auston, General Sales Manager, Vancouver District.

Expansion of Co-operative Buying in Great Britain

It is reported that a British company known as the National Union of Traders, Ltd., has been established on a sound financial basis, with the object of giving the individual storekeeper the same advantages as the big combine. It is claimed that this organisation will give the profits of the middlemen to the traders, in addition to a share of all the profits made, and the power to enter into healthy competition with company stores.

The new co-operative company proposes, it is stated, to appoint expert buyers in every branch of the trade to buy on behalf of the members of the organization. Buying has already started on the grocery side. Under existing arrangements, it is asserted, the big stores often deal direct with the manufacturer, whereas the proprietor of a single store is compelled by the size of his orders to deal through a middleman. Members of the Union firm will be charged 1½ per cent. brokerage on the amount of their order, but against this they will have the middleman's profits, interest on the capital they invest in the company, and an annual share in its profits.

❦ ❦ ❦

A new edition of *Farmer's Power and Light Handbook* has just been issued by the Northern Electric Co., Limited, Montreal, to be used in connection with that company's power and light advertising in farm papers. The illustrated quadricolor cover is very attractive, and the information given is very complete and useful to every farmer who is struggling with inadequate power and lighting problems.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR MARCH

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
	March 1920					March 1919		
Macleans	2	700	54,557	2,091	81	30,991	730	45¼
Canadian Home Journal	1	800	27,150	1,153	35½	18,663	988	24½
Everywoman's World	1	800	24,128	2,546	33¼	20,271	1,718	27½
Western Home Monthly	1	720	20,719	2,310	32	16,918	2,040	26¼
Canadian Courier	2	728	15,481	210	21½	18,866	52	23¾
Canadian Magazine	1	224	12,213	1,369	6½	Not	checked	
World Wide	4	636	10,643	——	17	5,676	483	9½

* One issue only.

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR MARCH

(Exclusive of publisher's own advertising. Figures compiled by Marketing)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Adv rising	Proprietary Remedies	Grand Total	Grand Total
	March 1920						March 1919
Grain Growers' Guide	5	720	111,320	11,872	84	123,282	125,283
Farmers Advocate (Winnipeg)	5	720	75,657	3,566	196	79,419	66,478
Farmers Advocate (London)	4	720	69,956	17,067	151	86,174	90,571
Nor' West Farmer	2	720	68,964	4,570	820	74,354	75,039
Canadian Countryman	4	700	62,278	4,246	336	66,860	73,876
Farm & Ranch Review	2	720	44,706	5,080	996	50,782	57,928
Canadian Farm*	9	792	44,653	7,329	2,472	54,454	45,213
Farmers Magazine	2	700	44,085	1,071	490	45,646	40,711
Farm & Dairy	4	700	36,736	13,726	56	50,518	55,252
Maritime Farmer	2	672	25,765	1,368	1,493	28,626	34,709
Family Herald & Weekly Star	5	940	121,294	312	7,494	129,100	87,021
Ottawa Farm Journal	9	2432	88,316	3,181	7,881	99,378	100,428
Farmers' Sun	9	2400	84,605	4,603	1,164	90,372	Not checked
Farm & Home	4	1025	51,569	378	1,594	53,541	" "
Free Press Prairie Farmer	5	1180	46,577	461	9,701	56,739	39,869
Montreal Weekly Witness	5	2100	23,453	154	6,173	29,780	22,319

*Includes Mid-Week Market Supplement.

THE EXPOSITOR

Brantford's Metropolitan Daily,

IN A FIELD BY ITSELF

Covers a District That Can Be Reached in No Other Way

The "Field"

Which The Expositor Covers Almost Exclusively — The Very Heart's Core of the Industrial Life of the Dominion.

BRANTFORD—
Population 35,000, and growing rapidly—One of the very largest of the manufacturing centres of the Dominion. Brantford annual payroll of factories exceeds $10,000,000. The Expositor reaches practically every home in Brantford.

SIMCOE, PARIS, NORWICH, PT. DOVER, WATERFORD—
These are among the most prosperous towns of Ontario.

BRANT AND NORFOLK COUNTIES—
The Expositor is the only daily newspaper published in Brant and Norfolk Counties. These are among the most thriving agricultural communities in Ontario.

OXFORD, HALDIMAND AND WENTWORTH COUNTIES—
The Expositor covers a large portion of these counties.

Circulation of The Expositor 10,200 A. B. C.

ESTABLISHED 1852. AVERAGE DAILY SIZE, 16 AGES.

The Galt Daily Reporter

Member A.B.C.

Is the only daily newspaper published in South Waterloo and thoroughly covers the district. In the City of Galt with a population of 13,000 it has a net paid circulation of 2,910. Practically all the remainder of its net paid circulation of 4,272 is distributed in the adjoining towns of Preston and Hespeler and the neighboring rural territory.

Advertisers in The Reporter get concentrated circulation in a result-producing area comprising three thriving industrial centres and a wealthy agricultural section.

An advertising campaign in Western Ontario is not complete unless The Galt Reporter is included.

National advertisers may obtain a more comprehensive report on the merits of this territory by enquiring of their nearest agency or of our Service Department.

Galt Reporter Limited

Henry J. Foster, Manager **GALT, ONTARIO**

---and the Only A.B.C. Papers in New Brunswick

No circulation contests, in which the reader buys a monkey wrench and gets the paper thrown in, ever built the circulation of New Brunswick's great combination—the Telegraph and Times-Star of St. John.

The papers are bought solely on their merits as newspapers and leaders of public thought.

It is for this reason that this combination unmistakably pulls results for national advertisers—and it is because of this that the combination is the first consideration in New Brunswick.

We want and expect your business wholly and solely on a business basis—a market offered at a fair one-price-to-all price.

30,000 daily at a combination rate of 6c. per agate line.

The Daily Telegraph—The Times-Star

Morning St. John Evening

The ONLY A B.C. Papers in New Brunswick

Oversold Watch Manufacterers Store up Good-Will

The recent advertising campaign inaugurated by The Elgin National Watch Company is an outstanding example of publicity put to work to retain and enhance good-will during the period when factory production is oversold for a long time in advance. This advertising has been planned for two years ahead, and space has been bought for at least one year ahead. It consists of a series of advertisements under the title, *Through the Ages with Father Time.*

Although it has been the fashion in this class of advertising to go into detail regarding technicalities, in the Elgin series the latter are taboo. The object of the advertising is to feature the value of time, and to connect this with the Company's trade mark. The first advertisement in the series portrays very artistically a conception of the value of time in the days before Adam—gleaned after a careful study of available information on the subject. The next advertisement is entitled *The Caveman's Timepiece*, featuring the slow burning of a knotted grass rope as a rude method of telling time. Another advertisement features the water bowl, a further step ahead in the time-telling process, still used by some of the Malay nations. Next are featured the hour-glass, the cathedral clock, the portable clock, and finally the watch. This advertising is appearing in magazines and farm papers all over the United States.

Each advertisement in this campaign is illustrated. Both illustrations and border are worked out to represent the period under discussion. Ideas for these drawings have come from research work, and in some cases from suggestions from people who are displaying great interest in the series. The identity of the Company appears only in the trade mark, the name *Elgin Watches* at the bottom of each advertisement, and an illustration of an Elgin model in the lower right hand corner of the advertisement. Reproductions of each advertisement are being supplied dealers on high class cards, and these retailers are expressing satisfaction at the comment the campaign is causing, even though they cannot satisfy the resultant increased demand.

In slightly different form, but none the less noteworthy, are steps taken by Robt. H. Ingersoll & Bro., New York,

A Complete Solution of Your Storage Problem

DENNISTEEL *Made in Canada* STATIONERY CABINET

NOTE how it takes care of a dozen kinds of supplies as well as cash box, stamped cheques, receipts, labels, etc.—stationery often damaged by dust and wet, mice and rats. With a DENNISTEEL cabinet, your more valuable material is safe from thieves and protected against fire.

We also Make Steel Shelving, Steel Wardrobe Lockers, Bins, etc.

THE DENNIS WIRE AND IRON WORKS CO. LIMITED

LONDON

Halifax Montreal Ottawa Toronto Hamilton Winnipeg Calgary Vancouver

Write for the Book

We have several attractive Sample Books of

Earnscliffe Linen Bond

It shows specimens of this very fine Canadian Made Bond in all Standard weights and sizes and in eight different contrasting colors.

Write for a copy on your regular office stationery

The "R Shield" Water Mark guarantees "Rolland Quality"

The ROLLAND PAPER COMPANY Limited

MONTREAL

High Grade Paper Makers Since 1882

IN WHITE AND EIGHT COLORS

Nothing But Advertisements

THINK of a magazine containing nothing but advertisments, yet so vital to several hundred thousand Canadian women that they go to the nearest dry goods or department store every three months to consult it.

No stories or poems or entertainment features: just advertisements. Yet more than sixty-five thousand of these women need this magazine so much that they pay the store for a copy and take it home to consult at their leisure.

Unusual, yes. There's no other publication like it. No other publication which exercises anything like so direct an influence on the purchases of so many women. Nearest like it are the catalogs of the big stores.

Have you a message for women who buy this shoppers' guide to things to buy---for the several hundred thousand Canadian women who look to the Butterick Quarterlies to guide their purchases?

Advance Fall Fashions Number

On Sale August and September

Advertising Forms Close June 30th

For rates and other information write

Manager Advertising, 53 Yonge Street TORONTO

to commemorate the twenty-fifth anniversary of their e try into the watch indsutry. This is in the form of a 300-pa e bood, 6⅓ by 9⅓ in chesin size, beautifully bound, illustrated and printed throughout, entitled, *Time Telling Through the Ages*. The book is prepared by Harry C. Brearley. Walter D. Teague, the well-known artist of New York City, acted as art editor, supervising the preparations of illustrations, typography and other art and mechanical features.

In this book, as in the Elgin series, mention of the firm and its product is not obtrusive. Only a chapter or two, written in a most interesting manner, are devoted to the Ingersoll watch and Ingersoll merchandising methods. In fact, this remarkable book is a very fine contribution to horological art and science, and well worthy of a place in every public and private library. It traces the development of time-telling methods from the moving shadow down through the *water thief*, the sand glass, the discovery of the law of the pendulum, the construction of the first rude clock mechanism, the secret of the *escapement*, the hatching of the *Nuremburg egg*, the making of a useful timepiece out of a mechanical toy and a scientific curiousity, and finally the growth of watchmaking in France, Switzerland and England until the time of American entry into the field. The foreword, depicting *the boys* in the front trenches with their eyes glued to their wrist watches—all accurate timepieces—watching the hand slowly, yet inexorably, moving round to *twelve-ten plus forty-five seconds*, when the platoon is to go *over the top*, is a masterpiece of word painting, and indelibly etches on the consciousness the vital place the modern watch has made for itself.

This valuable book will enhance, in the mind of everyone so fortunate as to read it, that good will toward Ingersoll watches, which product, advertising and merchandising methods have effectively created. It will help to bridge the oversold period which this progressive company, like the Elgin National Watch Co., and many other industrial concerns, are now passing through. It shows a broad gauge view of the value of advertising which looks beyond the immediate present to the future in which the good-will now stored up will be the greatest asset—worth many times the present expense.

* * *

"Not Highest-Priced" He Says

An item in the March MARKETING referring to the recent increase in subscription price of *Maclean's Magazine* stated that it was now the highest priced magazine published in Canada. A reader asks how we figure that out—as *Maclean's* is still 20 cents a copy, while *Canadian Magazine* sells for 25 cents a copy and several other magazines at 20 cents. At their yearly subscription rate other Canadian magazines get 16⅔ cents a copy (*Canadian Magazine* about 21 cents), and *Maclean's* only a fraction over 14 cents.

All of which is quite true. Our reference had in mind only the yearly subscription rates, and was not intended as any reflection on other publications. It speaks volumes for the merit of Canada's magazines that they are maintaining large lists of subscribers at subscription rates on a par with the imported article.

Combining elegance with wearing qualities, Devlin Furs are true to to-day's spirit of sensible economy
THE R. J. Devlin Co. LIMITED
76 SPARKS STREET,
HOME OF "THE FUR BEAUTIFUL"

The scrupulous attention paid to every detail of the season's vogue makes Devlin Furs a necessity to the woman of refinement and fashion
THE R. J. Devlin Co. LIMITED
76 SPARKS STREET
HOME OF "THE FUR BEAUTIFUL"

In the 56 street car systems throughout Canada in which we control the advertising, you will find the advertisements of the most progressive merchants as well as the leading manufacturers.

This combination of publicity where every advertisement has "preferred" position, provides an irresistible appeal to the buyer.

There is no question about the success of Street Car Advertising; it is merely a matter of **degree** of success—dependent upon the appeal you put in your 11" x 21" space.

The miniatures above are reproduced from a series of street car cards run in Ottawa for the R. J. Devlin Company, Limited, Furriers.

Right up-to-the-minute in style, the illustrations helped the campaign to immediate success, and sustained it throughout the entire season.

Conspicuousness, enormous circu'ation and low cost are perfectly combined in Street Car Advertising.

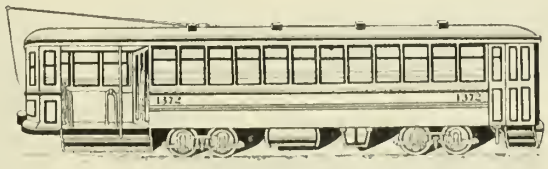
The Canadian Street Car Advertising Co., Ltd.

TORONTO OFFICE
TEMPLE BLDG.

EXECUTIVE OFFICE
BANK OF OTTAWA BLDG.,
MONTREAL

WINNIPEG OFFICE
UNION BANK BLDG.

This Salesman
—Never Eats
—Never Sleeps



—Works Hardest
—Costs Least
—Accomplishes Most

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Eastern Representative: WILLIAM F. HARRISON, 609 Lumsden Bldg., Toronto

MOTORING

The Practical Trade Paper in the Canadian Automobile World

Has 3,000 subscribers in garages, repair shops and among dealers in cars and accessories.

To the manufacturers of automobiles, trucks or accessories, wanting to get effective distribution in Canada this paper stands first among advertising media.

Write for rates to

The COMMERCIAL PRESS Limited
51 Wellington W., TORONTO

An Industrial City of 26,000

The Twin City of Kitchener and Waterloo is one city in all but name, with a present population of over 26,000. The prosperity of the city is built on successful industries and the population is essentially industrial.

The best way to reach this fertile field with your advertisement is to use the columns of the Kitchener News Record which dominates the field in both circulation and advertising.

Rates from any recognized agency or write

THE NEWS RECORD, KITCHENER ONTARIO

The only A.B.C. paper in the Twin City

MORE COMMENTS ON MURRAY'S MOULDING SCHEME

Thinks Murray Offers Nothing Which Agents Cannot Furnish

"The first thought that comes to me when considering the service which Mr. Murray offers to manufacturers is that he is offering nothing that cannot be secured—and perhaps more authoritatively—from any well-equipped advertising agency.

"It has, doubtless, occurred to you also, as it will have occurred to everyone else familiar with the operation of an advertising agency, that by reason of its knowledge of the newspaper field, an advertising agency must necessarily be familiar with the editorial policies of practically all the important publications issued in the country. As far as the editorial opinions of the less prominent publications are concerned, it is an easy matter for an advertising agency conducting business in a large way to procure copies of such publications from its files, and very readily to ascertain what those opinions are.

"In the general operation of our business it is our custom, in making recommendations as to the publications which shall be used, to base our advice primarily upon quantity and quality of circulation quite irrespective of editorial bias. We do not think that, in the long run, any other system would be successful. At the same time, we are of the opinion that there is nothing in any sense illegitimate in considering the editorial policy of a paper with respect to its use in an advertising campaign. Naturally enough, the manufacturer is entitled to use the money which he has appropriated for advertising to accomplish any honest object he pleases. If he at one and the same time desires to advertise his wares to the public, and also to permit the money he is spending to help support any political views he may entertain, we do not see why anyone should raise an objection.

"Naturally enough, the Canadian manufacturer feels strongly on the subject of the Tariff. He knows that the Tariff is necessary to the prosperity of his business, and to the well-being of his employees. He knows that he cannot compete with foreign manufacturers, whose ability to undersell him in Canada is due largely to the high tariff protection they enjoy in their own home market.

"Because of this, the Canadian manufacturer should, as a general rule, try to help as much as possible the circulation of publications which support his views. On the other hand, if there is any way it can be avoided, he should not allow the money he invests in advertising to support publications which are eternally clamouring for the reduction of the tariff, and falsely claiming that manufacturers are little better than criminals. If, therefore, circulation in any section of the country can be secured in publications which support the manufacturer's point of view, it is only logical to suppose that the manufacturer will favor the use of those mediums in preference to others, for the purpose of his advertising campaign.

"As stated above, the same service as Mr. Murray is said to offer at $200.00 is given to an advertiser by every well-equipped advertising agency as part of its regular service, without any additional cost to the advertiser.

"We think Mr. Murray has been most unfortunate in his selection of terms by which to describe his service to the manufacturer. He might surely have known that it is, to say the least of it, very indiscreet to come out with a printed statement to the effect that he could control editorial opinion through the shepherding of advertising funds. He could not do it. No man could do it. If it were possible to kill every low-tariff paper to-morrow by this means, others would spring up the day after.

"To sum up our views on this question:—we think any advertiser will be well advised to leave the selection of advertising media with his advertising agency. If he feels it necessary to take politics into consideration, he can instruct his agency that, all other things being equal, the publications which support a reasonable tariff should be favored, rather than publications which are insistent on the opposite point of view.

Norris-Patterson, Limited,
J. P. Patterson

(This letter assumes that the manufacturer's purpose in advertising is to support papers which he conceives to be promoting his interests, rather an old-fashioned point of view. But on this basis we judge that newspapers owe Canadian manufacturers very little consideration. As Mr. Gibbons pointed out in last month's MARKETING, Canadian newspapers derive only about 10% of their revenues from Canadian manufacturers—and therefore would not have a very strong reason for furthering their political objects on this account alone. Undoubtedly some newspapers have been and are "supported" for political ends—but as a rule they are not highly regarded as advertising mediums. Their need of such support confesses their lack of public support—without which, advertising cannot function. Advertising agencies have little value in connection with "advertising" which is peddled around as "support." Their responsibility is to make advertising pay the advertiser, and they are out of their sphere when identified with advertising having any other purpose.—*Editor*).

Murray Scheme Supported Largely by Non-Advertising Manufacturers

"I had the pleasure of seeing three or four of Mr. Murray's 'Confidential' booklets when they were issued some months ago, and beyond a little speculation as to what his personal motives might be, did not consider the matter seriously.

"There are two reasons why the scheme such as Mr. Murray has proposed could not succeed. First, a very small percentage only of the total number of manufacturers are users of space in newspapers. The most enthusiastic support for his scheme would come from people who do not use newspapers for advertising purposes, and who in consequence, have no knowledge of how publicity is obtained. The advertising manufacturer and the non-advertising manufacturer do not

In Quebec

"We congratulate you upon your fearless policy!"
---a final word

The Telegraph
ALWAYS

Through our
uniquely "different" Canadian
sales-advertising organisation, we offer

To Canadian Manufacturers
A *Complete* Merchandising Service

We plan and execute any part (or all) of a distribution-advertising-sales procedure—to manufacturer, jobber, retailer and consumer.

Service comprehends basic investigations, sales-plans, the direct-by-mail and media advertising (properly apportioned), and the *actual order-getting specialty sales-work*.

When mutually desirable, we will contract (under GUARANTY of RESULTS) to effect *complete trades-distribution* and *consumer-demand*—to do everything but manufacture and ship the goods.

We operate throughout North and South America (in all languages), and will consider the promoting, *anywhere*, of *any* legitimate business or sales enterprise that appeals to our judgment.

Our Canadian staff of thirty Merchandising, Advertising, Technical and Sales experts is "personally directed"—backed by the Management's twenty-five years of association with the largest manufacturers of the United States.

Canadian and U. S. clientele includes some very representative concerns.

Correspondence and professional consultation solicited.

CLARKE HELME LOOMIS LIMITED
GENERAL SALES COUNSEL

New York Chicago San Francisco Buenos Aires
Suite Seventy, MONTREAL, P. Q.
Beardmore Bld'g. Telephone MAIN 680

No Mortgages Published Now in Prince Edward Island

FORMERLY the weekly bulletins of the commercial and legal records were scanned by business men to see who were mortgaging their farms and real estate. To-day the records publish practically nothing but Mortgage RELEASES. The people have more money than ever with which to buy advertised goods, in the wealthiest Province per capita in Canada.

Charlottetown Guardian

DAILY—Covers Prince Edward Island like the dew

MEMBER A.B.C. *Standard rate card*

Advertise With a View of Your Plant

Before placing orders, Foreign Trade demands tangible proof of your size, capacity and stability.

The whole story will be told by a glance at an Ad-Art realistic birdseye view of your plant.

AD-ART
STUDIOS
Producers of Advertising Art
7 Victoria Block - Windsor, Ontario

Newspaper and Magazine Advertising

Booklets, Catalogs, and House Organs

Designs, Trade Marks and Illustrations

Prepared in Ottawa
Placed Anywhere
Ask Us.

Peabody Advertising Ottawa
178 Nepean St
Phone 3626.9

CHARLES EDWARD PEABODY
HENRI CHAUME.

Quality and Service

MULTIGRAPH LETTERS

Best Produced Anywhere

Addressing Folding Mailing

HARRY EDWARDS & SON
E. BENNETT, Manager

152 Bay Street, - - TORONTO

PHONE ADELAIDE 3313

stand together on questions of this kind. The question, therefore, is one that would be considered not by the Manufacturers' Association as a whole, but by the advertising manufacturers or the A.C.A. When the matter comes before the A.C.A., it will receive the intelligent consideration of men who understand purchasing publicity, and will no doubt meet with the condemnation it deserves.

"In the second place, Mr. Murray's plan would have a group of manufacturers control the press. Once this became known to the general public, the papers so controlled would lose the support of even the most ardent tories. A man might be a strong protectionist, but he would not stand for political editorials dictated by people employed by the manufacturers. Instead of creating a press favorable to themselves, the manufacturers would, by Mr. Murray's scheme, kill the only papers which they consider now worthy of their support.

"MARKETING rendered a valuable service to the advertising fraternity in giving publicity to this scheme. Fortunately, things like this die in the sunlight.

Consolidated Advertising Service,
H. Canlon

Has Attracted More Attention Than its Importance Merits

The ingenious proposal by G. M. Murray to "mould" the Canadian press into a likeness agreeable to himself, and those whose agent he desired to be, has attracted a degree of attention which must be singularly disconcerting to him in view of his recognition in his now notorious pamphlet, of the need of secrecy.

"Probably the incident has attracted more attention than its actual importance merits. All that has been clearly established is that G. M. Murray tried to make some easy money for himself by putting out a proposition which he hoped would induce a number of gullible persons to sign cheques on his behalf on a promise—which in the sequel would have been found worthless—to give them value for their money. The known facts certainly show up Mr. Murray in a very bad light; but he is not a man of any particular public consequence.

"There is nothing to show that any considerable number of manufacturers are responding to Mr. Murray's appeal. Indeed it is incredible that he should get any measure of support from hard-headed business men. The man who has brains enough to be at the head of a large business concern knows enough about advertising to give Mr. Murray's self-seeking proposition just the consideration it deserves.

"A merchant who is prepared to sell his wares only to people whose political and religious views correspond with his own would entertain Mr. Murray's plan; but it is not usual for business men to be so limited in their ambitions. They are only too willing as a rule to sell their goods to all who will buy; and this being so they ask of the mediums in which they advertise only that they secure them customers.

"The "business man" who runs his enterprise on lines of opinion and prejudice will soon have no business to run. We do not imagine there are many such freaks in Canada. Mr. Murray's performance has attracted special attention because he was until recently secretary of the Canadian Manufacturers' Assoc-tion. This would appear to suggest a fairly obvious line of action to that association."—*Manitoba Free Press.*

In addition to his duties as advertising director of the Ames-Holden companies, R. W. Ashcroft will also be responsible for Lantic Sugar advertising.

Advertising Executive Available

Seasoned executive, now advertising manager for a very prominent firm located in Toronto. Intensive knowledge of market analysis, Canadian publications, sales promotion, statistics, dealer co-operation; capable buyer of engraving, art work, printing and paper. A skilled typographer, able to supervise operation of private printing plant.

A young man, who has not lost his punch and yet one who won't waste time and money on fads—a doer not a dreamer. Salary $1,500 if there's a real opportunity. Box 4 Marketing.

British Columbia's Rural Field

Containing a population of 89,000 (farmers and their families), is now available to national advertisers through *Farm and Home.*

Every Post Office in B.C. is covered by our subscription list.

The circulation of *Farm and Home* is over 15,000 paid and constantly growing. An A.B.C. audit is expected in the near future. Advertising rate, 8 cents per agate line.

For further particulars apply to the Advertising Manager.

FARM AND HOME

137 Pender St. West — Vancouver, British Columbia

IN BUSINESS OVER 40 YEARS — CAPITAL $100,000

ELECTROTYPING. STEREOTYPING. NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING. ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

"It Can Be Done"

ONE of the many interesting features of the recent Office Specialty Company's sales convention held in Toronto was a banquet at the King Edward Hotel, which was marked by a more serious atmosphere than is apparent at many functions of this type. The feature of the night was the emphasis placed upon living up to the Company's slogan, "It Can Be Done." Managing Director H. C. Slemin, made some remarks in connection with this slogan, which are apropos to the conduct of every business, both as regards the manufacturing and the selling end of the business:—

"Our slogan, 'It Can Be Done,' remarked Mr. Slemin, "has attained almost the significance of a trade mark. Although it is not branded on our goods. it is an inherent and tangible part of our goods. That slogan represents a living spirit, the spirit of progress. To you men in the selling field, it means the constant striving for greater laurels—the extension of greater efforts to render service. In no less measure is the It-Can-Be-Done, spirit recognizable in the work of your co-partners in the production end of the business. To them it means more production to match your efforts; again it means the constant endeavors to reach an ideal of perfection in building a product of superior merit—a product built to a standard that can come to be synonymous with the name 'Office Specialty."

"That is why I say," continued Mr. Slemin, "that our slogan, It Can Be Done has achieved the significance of a trade-name—because its ultimate import to your customers is substantially of the nature of a business trade mark. 'As a man thinketh and believeth, so is he.' That can be said of a business. And we think and sincerely believe in the gospel of It Can Be Done."

All of this has been said before in many different ways, but it is especially typical of the new spirit which is actuating more and more organizations each year.

Those present at this convention were the various Branch Managers in various parts of Canada, the star salesmen in various districts, and the heads of various departments at Home Office. Among the delegates present from Rochester were F. G. Yawman and F. G. Erbe.

NOW READY 1920 EDITION

WHO'S WHO

In Canadian Advertising

A consise record of over 3,000 advertisers, other than merely local, with particulars as to products advertised, name of advertising manager and of advertising agent, if any. Grouped alphabetically by location. Also a complete list of advertising agents, with lists of their accounts. And an index to over 500 trade marks. Revised to March Ist.

Sold only on subscription, including monthly changes and additions. Write for particulars.

W. A. LYDIATT, *Publisher*, 53 Yonge St., TORONTO

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

FIRST IMPRESSIONS ARE THE MOST LASTING

USE TWO-FOLD LETTER HEADS

in all your business correspondence to create the most favorable first impressions. Thereby you obviate the mussy and unattractive appearance of the letter head as ordinarily folded, and your letter will stand out all the stronger by comparison. TORONTO ENVELOPE CO'S two-fold envelopes are business producers. Order them through your printer, with envelopes to match. Your printer will find our little folder, "Quality and Service" very interesting. It is to your advantage to see that he gets it. Send his name *now* to

TORONTO ENVELOPE CO. Limited

119 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY

"E. St. Elmo Lewis is a Law unto himself To others he is The Law. Wharton recognizes but two great distributions of Law—those between God and man, and man and man. Then Wharton skips a little and ignores much.

Not so Lewis. He recognizes both distributions, and by way of being generous, he burns into your brain the absolute importance of the other eleven fundamental subdivisions of Law. In other words, this man Lewis reads and runs the diatonic scale of any and all subjects.

The only half way performance of which to-day he stands publicly convicted is his golf. This, he contends, is to be charged to the poorly-constructed implements with which the game is played. This characteristic remark was but a flash, yet it serves to show that humor with Lewis is both a 'keen and painful blade.'

Lewis and his subject, as Commerical Americans know it, is advertising. To this, as to everything else, he applies the diatonic treatment, and the residium is efficiency — personal efficiency.

Early in life Lewis shook hands with human nature and said, "Let's be friends." "Agreed," was the reply. There and then the life-long compact was struck and sealed and Lewis started to school. It took him twenty years to get the working knowledge of human nature. At the end of this period Fate O.K'd. his examination papers and said: 'It is needful that another voice shall be heard crying in the wilderness — the wilderness of Dollars, where dissipated brain power, mis-applied physical energy and unrecognized opportunities awaits you. Go ye and preach the gospel of the personal equation in business. Call it what you have a mind to, Advertising, Efficiency, or any other old name, only preach this gospel you have prepared, and be sure to charge an admission."

—*A General Manager.*

E. ST. ELMO LEWIS

Counsel to Executives

Astor Court Building

NEW YORK CITY, U.S.A.

"Don't See How Any Advertiser Can Get Along Without It!"

says one enthusiastic user of LYDIATT'S BOOK. And, in fact, few advertisers do try to get along without it. Even the best informed "find it a great convenience, almost daily." Practically all the information any advertiser ever needs, carefully checked up-to-date, and compactly arranged and classified for ready reference.

Complete Data and Rate Book

—not a mere directory

It is a mistake to think of LYDIATT'S BOOK as a mere directory or list of publications. It is **not** a directory. All publications are not listed—only those generally used by national advertisers. These are grouped by classes—and the most complete information given regarding each one. Publication and closing dates, column lengths and widths, which can use matrices, detailed circulation data, (more complete than ever before published), and rates quoted for general advertising.

Complete data and rates regarding all daily newspapers, principal weeklies, magazines farm, religious, technical, trade and other class publications—just the information you need to determine which are best for your purpose.

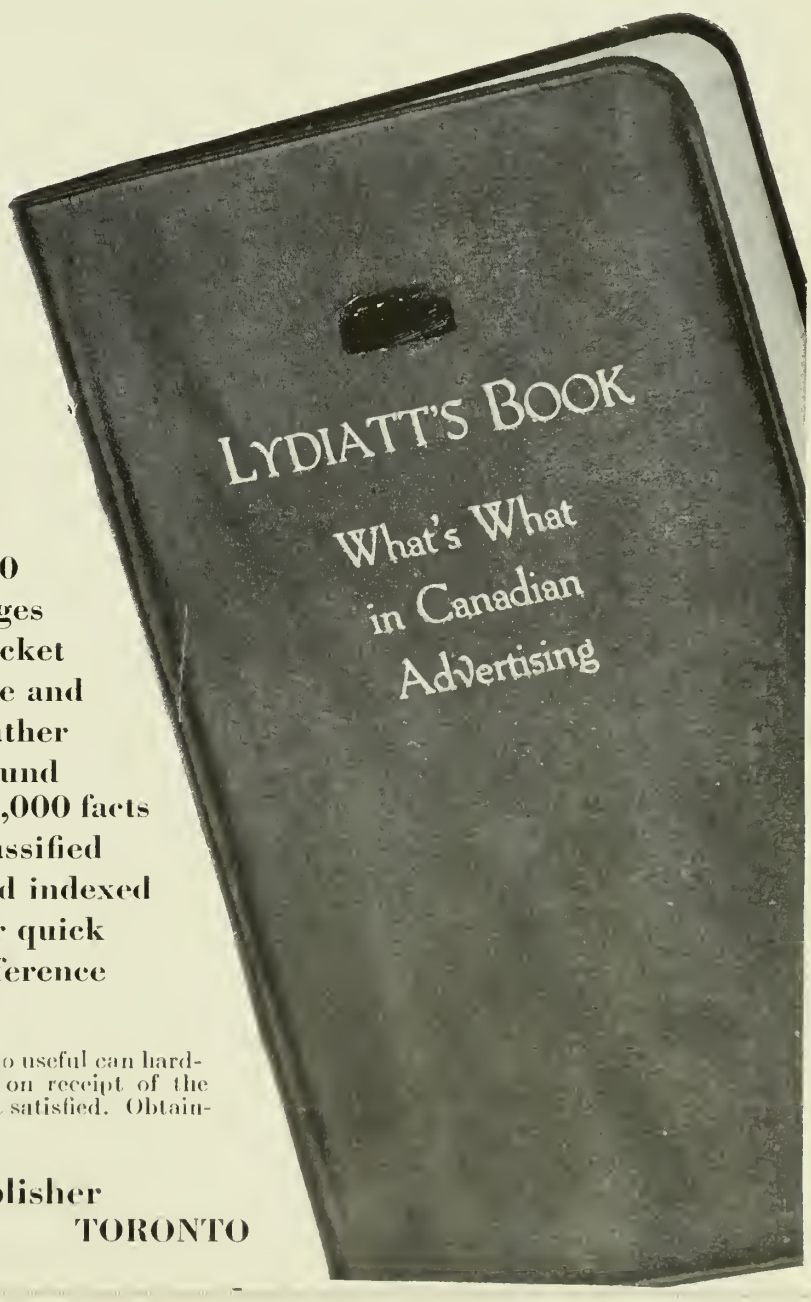
Also complete list of outdoor poster plants, number of posters required, cost, etc. Rates, etc., street car advertising and other mediums. Valuable data about engravings, electrotypes, printing, with current scales of prices.

Handy tables to help you in preparing or laying out copy, specimen types, etc

And all the census, trade, agricultural and other statistics needed in analyzing the Canadian market, or any part of it. A veritable encyclopedia of advertising information and trade facts, needed constantly by every advertiser and not so readily obtainable in any other way.

GET YOUR 1920 COPY NOW

Not until you see how much information it contains that you need almost daily can you fully appreciate how useful it will be to you.



400 pages pocket size and leather bound 40,000 facts classified and indexed for quick reference

A book which so many other advertisers find so useful can hardly fail to be useful to you. Sent postpaid on receipt of the price, $3.00 a copy. Money back if you're not satisfied. Obtainable only from

W. A. LYDIATT, Publisher

53 Yonge St. TORONTO

At Your Finger Tips

NO messy desk top. No litter of papers under desk basket, rule or paper weight but every essential record where you can get it and get it quick. A place for everything and everything in its place—That's the *Efficiency Desk.*

Do—don't stew. Put the time you lose daily in looking for the things you need *quick,* into useful work. A compartment of the right size and shape for each current record and each personal file. — That's the *Efficiency Desk.*

Not intended for permanent records or to replace your filing cabinet but planned and built so that you can keep your personal data and documents you need daily right at your finger tips.

Whether you are general manager, sales manager, advertising man, credit man, office manager, purchasing agent,—no matter what your work may be—you will find it easier to do it and you will be able to do it better with the *Efficiency Desk.*

SYSTEM SERVICE

We offer System Service—the advice and suggestions of a corps of trained men free to our customers. Our thirty years experience, placed at your disposal in System Service, is a very valuable supplement to your own knowledge of your business.

Our System Service experts will, without charge or obligation, be glad to discuss with you the standardization and filing of your records, the arrangement of your office equipment or organization problems.

THE OFFICE SPECIALTY MFG. CO., LIMITED
Home Office NEWMARKET Canada

Export Sales Office—360 Broadway, New York City

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Calgary Vancouver

OFFICE SPECIALTY
FILING SYSTEMS

Volume XIV. Number 6 *Toronto, June, 1920*

Marketing
and Business Management

Edited by
W.A.Lydiatt

A·McKim
LIMITED
ADVERTISING
AGENCY
MONTREAL – TORONTO

Personal integrity, financial soundness, unquestionable experience, and complete equipment. This rare combination of qualifications, which is found in Canada's greatest agency, guarantees to the clients of A. McKim, Limited, the most profitable type of Advertising Service.

Montreal **Toronto** **Winnipeg**
Hamilton **London (Eng.)**

PUBLISHED BY W. A. LYDIATT AT TORONTO, CANADA

25 Cents
a Copy

JUNE 1920

$2.00
a year

Willys-Overland Limited are firm believers in the value of Poster advertising, and Posters have a very definite place in Overland publicity plans each year. The striking design reproduced herewith is helping to drive home to the motoring public the merits of Overland Light 4. Willys-Overland Limited believes that Poster advertising is not only very effective in itself, but is also one of the best means of helping to make their general advertising campaign more impressive.

MANY an advertiser is "stalled" for lack of sufficient POWER in his publicity.

POSTERS provide the high-powered, smooth-running, dependable POWER-plant which "gets you there" quickest, surest and at least expense.

If your goods don't move, maybe it's because your publicity is **under-powered.** Doubtless you **need** posters.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative.

Poster Advertising Association

OF CANADA

OFFICIAL REPRESENTATIVES

CANADIAN POSTER CO.	Lewis Building, St. John Street	MONTREAL.
E. L. RUDDY CO., LIMITED	11 E. Wellington Street	TORONTO
A. R. KENT	Kent Building	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
HARRY DUKER, LIMITED		VANCOUVER, B.C.
GOULD-BAIRD POSTER CO.		HAMILTON, ONT.
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.

W. W. SCANE, Secretary, CHATHAM, ONT.

Maclean's Wields Powerful Nationalizing Influence

In advertising circles, both in the United States and Canada, shrewd buyers of advertising recognize the great influence wielded by MACLEAN'S—as witness the heavy advertising lineage.

To answer the following three questions is to show why MACLEAN'S is one of the most influential and productive advertising mediums Canada has ever known. Space buyers ask of all publications:

"How Much Have You Got?"

Over 80,000 copies of MACLEAN'S are being distributed the first and fifteenth of each month. Figured in the usual way that means over 100,000 readers. Put that against Canada's English-speaking population—it evidences strength and influence in abundance.

"How Did You Get It?"

On merit, only! Personal and mail solicitation, advertising and the recommendations of friends. No clubbing offers, no contests, no premiums or other artificial stimulation methods of any kind. MACLEAN'S is bought because it is wanted for its own good self. It has a high percentage of renewals.

"Where Does It Go?"

We have decidedly interesting information to offer regarding the distribution of MACLEAN'S from Coast to Coast—how it facilitates distribution, nationalizes products and institutions—and sells merchandise at low cost per sale. We will be glad to supply this information on request—and you owe it to your business to have it before you for close consideration.

MACLEAN'S
"CANADA'S NATIONAL MAGAZINE"

The Maclean Publishing Company, Limited
143-153 University Ave. - - Toronto, Canada

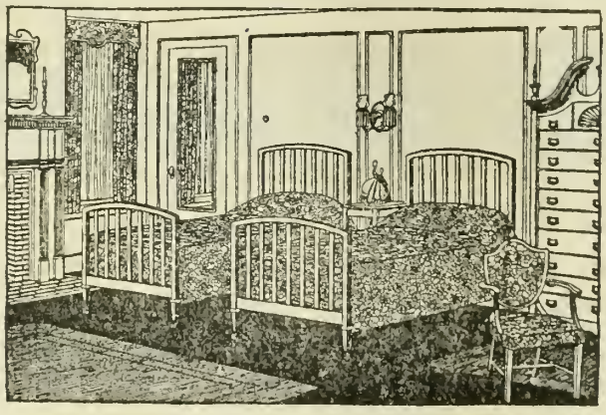
Proofsheet No. 1

WHEN SIMMONS LIMITED wanted to reach the women of London and Western Ontario, they decided they could do so by using the London Free Press exclusively with copy like that shown below.

This is the first of a series of advertisements designed to demonstrate the faith which leaders of advertising in all lines have in

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER



The "COLONIAL" *No. 1961*

It is made of Simmons Seamless Square and Rectangular Tubing throughout. Easy running casters. Your choice of Double Width and Twin Pairs—and especially pleasing in Twin Pairs. Has the Simmons Patented Pressed Steel Noiseless Corner Locks. Enameled in Ivory, the Decorative Colors and Mahogany, Oak and Circassian Walnut effects.

Women Give Enthusiastic Welcome *to* Beauty *of* New Patterns *in* Simmons Beds

Now in the Stores—the First Metal Beds Ever Designed in Harmony with Interior Decoration Today. Old-established House of Simmons Limited, Strengthens its Commanding Position as Leading Producers of Metal Beds

NO woman who sees these beautiful beds will wonder at the way they are being received.

Every day goes further to confirm the initiative of Simmons Limited in producing metal bed designs based on the sound principles of line, form and composition—such as the "Colonial," illustrated above.

This Simmons idea of putting real design into metal beds is just the latest example of initiative that has expanded Simmons Limited from one small plant twenty-five years ago to one of the great Canadian industries today.

It was Simmons Limited that first thought of sleep in relation to metal beds.

That led to the Simmons Patented Pressed Steel Corner Lock—the lock that holds the bed together firm, like one piece of metal—the lock that prevents squeak and rattle and makes the bed noiseless, inviting relaxation and deep repose.

They have consistently advocated the Twin Bed principle.

They have invented Springs, too, that yield evenly to the contours of the body—always resilient and elastic.

For example—

"*Waldorf*" *Box Spring*—Composed of finest oil-tempered double cone spirals, mounted on a frame of seasoned hardwood and upholstered with heavy layers of white cotton felt. Covered with attractive ticking. Finished with roll edge. A spring that *really* does give freely to all the contours of the body, yet supports the spine in any sleeping position.

Now this latest achievement—good design in metal beds—involves also the invention of a truly seamless tubing.

You know how it is with the old-fashioned metal beds. The tubing always has a seam running the full length of the tube. It is likely to be rough—does not take the enamel nicely.

When you see these new Simmons Beds, notice especially the tubing—its exquisite finish, free from seam and roughness—and how beautifully it takes the enamel.

* * *

YOU will find them in the leading stores—and with them some very charming Brass Beds and Children's Cribs—built for sleep, by Simmons Limited.

Prices of Simmons Beds are little, if any, higher than those of ordinary beds. If you have any trouble finding them we shall be glad to send you the names of Simmons merchants near your home.

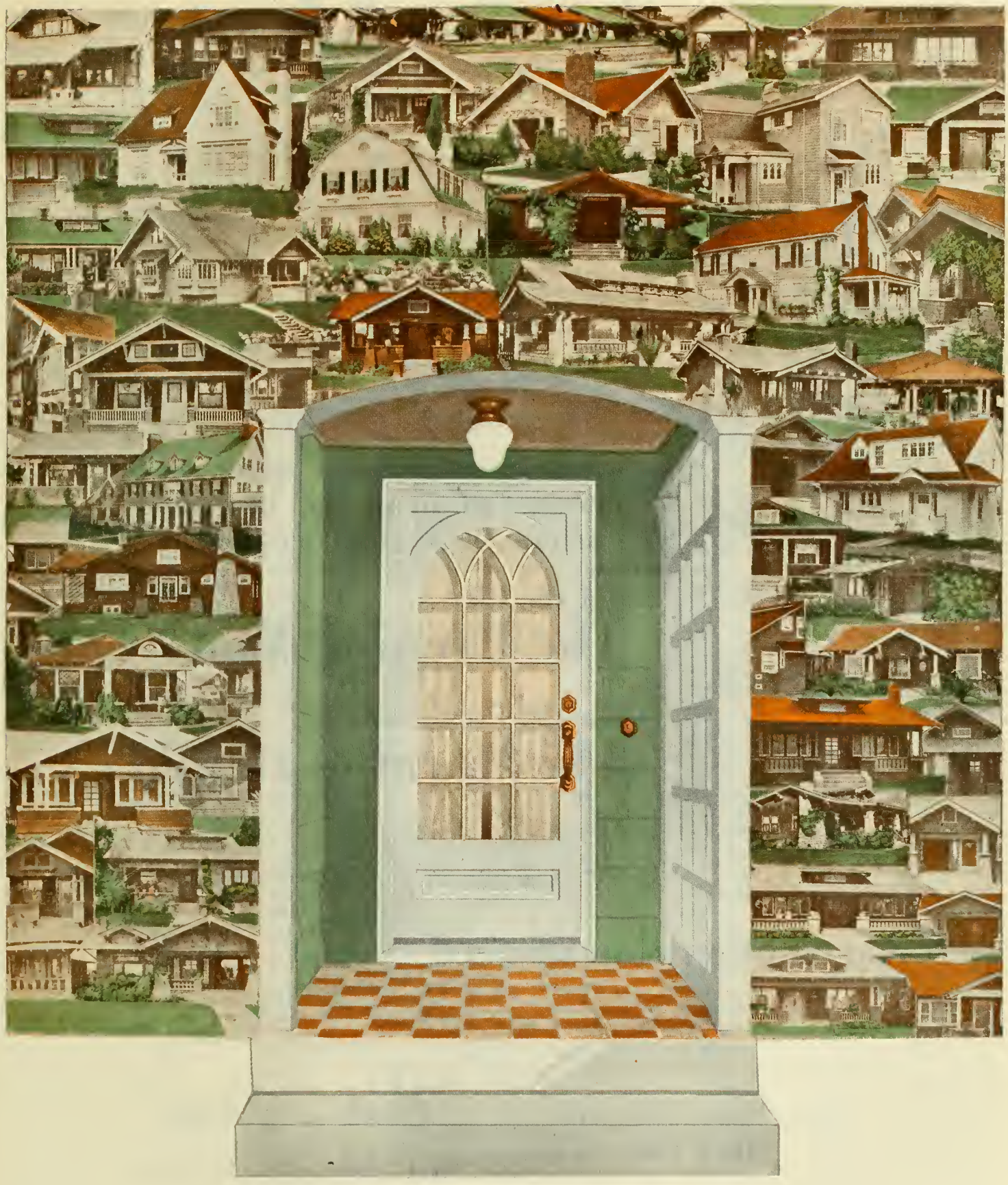
Sleep is a big subject. Write us for the booklet, "What Leading Medical Journals and Health Magazines Say About Separate Beds and Sound Sleep." Free of charge.

SIMMONS LIMITED

MONTREAL TORONTO WINNIPEG CALGARY VANCOUVER

SIMMONS BEDS

Built for Sleep



THE DOORWAY TO 125,000 HOMES

Everywoman's World
100,000 CIRCULATION
A.B.C. Membership

La Canadienne
25,000 CIRCULATION
A.B.C. Membership Applied For

USE COLOR. IT TALKS—AND PULLS.

61 Merchants in Halifax

whom an advertising agency man interviewed upon the newspaper situation in Halifax---reported.

For the City---
The Evening Mail

For the Province---
The Morning Herald

"Go strong in these---
the rest are inconsequential".

Circulation Guaranteed A. B. C. Audit

27,213

New Rate Effective
May 1st

8½C. a line

R.O.P. Contract 5,000 Lines or Over

W. H. DENNIS,
Business Manager

MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY-FIVE CENTS A COPY TWO-FIFTY A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIV, No. 6 TORONTO, CANADA JUNE, 1920

LOWERING SALES COST BY ANALYSIS

When the consituent factors of selling costs are analysed and related to sales as a percentage of them, it becomes fairly clear how they may be lowered.

Written for MARKETING by JOHN C. KIRKWOOD

1. SALES COSTS AS A PERCENTAGE OF SALES

THE very first thing is—What *are* Sales Costs? This question is answered by selecting from the cost factors of operating a business those that relate particularly to selling. They are:

1. Wages paid those employed for the selling of goods.

2. Delivery of customers purchases.

3. Miscellaneous selling costs, such as travel and hotel bills, telephone and telegraph charges.

4. Advertising.

These cost factors can and should be expressed in the form of a percentage reckoned on total annual sales. To illustrate; let it be supposed that:

(3) to increase both sales and expense, but in such ratios that the percentage cost of selling will lessen. Thus:

If annual sales be as under	and selling cost is as under	then the selling cost, expressed as a %, is as under
$1,000,000	$80,000	8%
1,200,000	80,000	6⅔%
1,000,000	75,000	7½%
1,500,000	100,000	6⅔%

It is good for every seller to set down his annual sales for the year in the above way, together with the figures of selling cost for the same period, and to express these costs in the form of a percentage as reckoned on sales. Thus he will see exactly what are his selling costs (as distinguished from overhead costs)

On annual sales of	The costs of selling for the year are as under							
	1. Wages to Salesmen		2. Delivery of Customers' Purchases		3. Miscellaneous		4. Advertising	
	$	%	$	%	$	%	$	%
$1,000,000	25,000	— 2½	10,000	— 1	30,000	— 3	15,000	— 1½

It becomes immediately obvious that if sales can be enlarged without increasing the costs of selling the percentage cost of selling will fall; or, contrariwise, if the cost of selling can be lowered without any diminishment in the sales, then the percentage cost of selling will decline. Accordingly, the seller, whether he be manufacturer, wholesaler, or retailer, has objectives as follows:

(1) to increase sales without increasing selling expenses;

(2) to maintain sales on a lower selling expense; or,

and will know how to go about the business of lowering his percentage cost of selling. Until selling costs, in relation to sales, are set down in this way, the seller merely gropes and guesses. Far better is it to have definite knowledge, for then one can proceed intelligently and purposefully to reduce the percentage cost of selling.

2. LOWERING THE PERCENTAGE COST OF WAGES

The cost of human time and labor is commonly the heaviest cost factor. Human service is generally remunerated on a wage or salary basis—so much per day, week, month or year. If this human service can be made more productive of sales, then it is clear that the cost of selling will fall.

In a Western Department Store in the United States, the sales manager had an analysis made of the reasons for lost sales in a particular department. He found, among other factors, that 90% of the failures could be attributed to inefficiency on the part of the saleswomen. Then was introduced a system of education, and after a period another analysis was made, and the record showed that the human factor in it had declined from 90% to 10%. It meant that fewer opportunities to sell goods were being missed: or, in other words, that customers were being served at a lower selling cost, which, in the final analysis, would result in lowered selling prices.

This instance is suggestive of how training sales persons can and does result in increased sales. Several of the great life insurance companies give their solicitors a very thorough training in order to multiply the number of successful canvasses and diminish the number of failures. Records have been kept, and they are most instructive, and prove convincingly that more business is written by the well-prepared man, other things being equal, than by the man who goes at his work bull-headed or untaught in the methods of successful approach and successful salesmanship.

Sales manuals are another expedient much used for the assistance of salesmen to make sales with a minimum of failure. Similarly the periodical Salesmen's Conferences, at

which the ways of successful selling are presented by those who have used them, and at which enthusiasm and determination are born, are a proven means of swelling sales by individual salesmen, and this without a penny more of expense. By getting salesmen to work more intelligently, more earnestly, and faithfully, their sales have soared.

In many firms—manufacturing, wholesale and retail—the salesmen have often practically idle hours. They would prefer to be busy, but for one cause or another, they have little to do. This lost time raises the cost of selling. To eliminate these idle hours, department stores, for example, have put on hour sales—bargains available only during a period between specified hours. Some firms sending out travelling salesmen route them most carefully in order to eliminate idle or non-productive time. The motor car has been utilized to enable the salesmen to employ the time that previously had been idly spent waiting for outgoing trains. By the use of the motor car outlying places have been "covered," with profitable results.

To economize human time astute employers have arranged their stores or departments or store rooms to save the time and steps of salesmen—this that they may lose no valuable selling time in making long journeys to remote places, or to the basement, or the cash desk. Cash registers have been installed as an auxiliary of the cash-carrier system to enable change to be made and given quickly.

In short, to make the hours of salesmen productive to the maximum of personal ability and opportunity is a way to increase sales without at the same time increasing the wages bill. Let an illustrative example make all this clearer:—

If annual sales are as under	and annual wages paid to empl's. total as under	Then the % cost of selling is as under
$200,000	$20,000	10%
250,000	20,000	8%
300,000	20,000	6⅔%

The conclusion is: If salesmen can have their time more fully and intelligently employed in the sale of goods, they will sell more, and so reduce the percentage cost of selling. Training salesmen to be efficient, and conserving their time and energy by mechanical aids, result in larger sales without a corresponding increase in the percentage selling cost, and, on the other hand, effect an appreciable reduction in the percentage selling cost.

3. Lowering Delivery Costs

The high cost of delivery is leading thousands of firms to examine studiously this cost factor to find ways of lowering the cost. A saving of $1 a day means $300 a year; and $300 is 3% on $10,000. From this unit calculation other calculations can be made, and every calculation is likely to demonstrate the high cost of delivery, and to call for a pruning of this cost factor.

If the annual costs of delivery are as under	And annual sales are as under	then the % cost of delivery is as under
$1,000	$30,000	3⅓%
2,500	50,000	5%
2,000	50,000	4%
6,000	200,000	3%
5,000	200,000	2½%

In many small retail shops the cash-and-carry system has been introduced, with the declared object of lowering the cost of selling and service. Similarly department stores have, at times, reduced the number of their deliveries. In many communities a co-operative delivery service has been evolved by local merchants. Manufacturers and wholesalers are using the motor-truck to lower their delivery costs. Routes have been scientifically studied to economize the time of drivers and equipment.

The horse, as an implement of delivery, is disappearing, due to the necessity for more expeditious delivery by motor car or motor cycle.

As between towns and cities the motor-lorry express service has arisen to give quicker and cheaper deliveries than are possible by railway services.

In England, the Maypole Dairy Company for many, many years has required customers to carry purchases, and it is pointed out, in annual reports, that the saving this effected goes far to enable this company to declare dividends to shareholders of 40% and multiples of 10%.

4. Lowering Miscellaneous Selling Costs

In the case of manufacturers and wholesalers who send out representatives, expenses of travel are a very costly item, frequently equalling and exceeding the cost factor of wages paid representatives. To lower travellers costs has been the objective of very many firms, and great success has been achieved by some.

Lower travelling costs are a result of well-studied routing methods; economizing the sales effort of representatives by previous preparation of customers and prospects; reducing the amount and weight of samples; employing the motor car as a substitute for or auxiliary to the railway train service; a re-arrangement of territory; intensive cultivation of territory; and so on. By such means travelling costs absolute, and costs in percentage form, can be and have been reduced.

One method of lowering travellers' costs, capable of use in many instances, is the substitution of printed representations of samples for actual samples. China, rugs and linoleums, carpets, fabrics of many sorts, leather goods, and a great variety of other forms of merchandise can be quite successfully presented by means of the quadri-color printing process.

By the use of the printed-in-true-colors substitute sample the representative can travel "light," so saving excess baggage charges, drayage, tips to porters, rent of sample rooms, and many of the delays and costs incident on samples.

He may get the time and attention of the buyer more quickly and easily, so speeding up the sale; and may cover twice or thrice the number of prospects and more ground in a week than is possible when many and heavy pieces of luggage have to be carried as samples.

The savings in travellers' expenses can easily be $5 a day per man, or $30 a week or $1,500 a year. Multiply this saving by the number of men employed, and one will find the resulting amount startling. To save $1,500 a year per man may represent $10,000 in the year for many a firm; and $10,000 is the interest on $200,000 at 5%. Also it means that, if the total costs of operating a business are 10%, lesser annual sales to the extent of $100,000 need be made to produce equal net profit. Also, $10,000 may pay the wages and expenses of one or two more salesmen whose sales might represent an additional $100,000 in sales, with the net profit thereon.

However, the main point is that by savings in the travelling expenses of salesmen, an appreciable reduction in the cost of selling can be made.

5. Lowering the Cost of Advertising

The history of manufacturing and selling abounds in cases where the increased output as a direct consequence of increased sales, due to advertising, has led to lower producing costs and lower prices to the public. The Ingersoll Watch is a notable example of a low-priced article, which low price has been made possible by enormous output due to advertising. This single example suggests many other familiar

things of low price whose price and quality could not be apart from huge sales and national and international distribution, both a consequence of advertising. It scarcely requires demonstration that apart from advertising, we would not have available everywhere at fixed and minimum prices Ford Cars, Pro-Phylactic tooth brushes, Ivory Soap, Williams Shaving Soap, Sunkist Oranges, Hoosier Kitchen Cabinets, Perfection and Florence Oil Heaters, *The Saturday Evening Post*, and countless other things of common purchase.

Many of the advertised things could have no existence apart from advertising, for the cost of making and marketing them would be excessive. Mass production—a consequence of advertising—lowers manufacturing costs, and a lower manufacturing cost permits of a lower selling price to the consuming public.

The cost of advertising, as a percentage reckoned on sales, can be lowered, if with equal expenditure sales can be increased. The intensive study and cultivation of advertising can, and usually do, produce larger sales. Larger sales come from giving copy maximum selling power—this by text and illustration of powerful persuasive value; the careful selection of media; use of copy of intelligently-calculated size; the integral relation of the advertising campaign to other forms of selling endeavor; the support of the advertising by a soundly framed and faithfully pursued follow-up system; first-class mailing lists and catalogues that are real salesmen.

Even if the advertising expenditure be increased, it yet may mean a lower percentage as reckoned on sales—this when sales go up. For example:

If the annual advertising expenditure be as under	and the annual sales are as under	then the % cost of the advertising as reckoned on annual sales, is as under
$2,000	$100,000	2%
2,000	125,000	1.6%
2,500	150,000	1.6⅔%
3,000	200,000	1.5%

Advertising, by widening, stabilizing and perpetuating demand, and by assuring a steady and continuous flow of repeat business, obviously reduces selling cost. The merchandise costing a heavy percentage to sell is that which is being newly introduced.

Again, nationally advertised lines have, as a rule, a fixed maximum price, which price does not fluctuate as may do the market price of the materials from which they are made, or which are used in their making. So advertising has tended to protect the public in times of soaring prices.

The big point, however, is: By increasing sales the cost factor of advertising in percentage form, may decline and should decline; and if and when any cost factor, expressed in the form of a percentage as reckoned on sales, shrinks, the seller is able to reduce his selling price to the consumer without any lowering of his desired net profit, and net, not gross, profit, is of prime concern.

* * *

Summing up, selling costs are determinable, and are reducible in almost every business. When the constituent factors of selling costs are analysed, and when they are related to total annual sales, as a percentage of them, it becomes fairly clear how they may be lowered, even though expenditures be increased.

* * *

HOW CLEVER LAYOUTS COMMAND ATTENTION

The strongest copy ever written can have its effectiveness largely nullified by an ill-considered layout or common-place display. Apparently no end to stunts in devising effective displays. The appeal in "something different." Some effective display ideas reviewed.

Written for MARKETING by WILLIAM G. COLGATE

JUST as we are beginning to think that the layout man had come to the end of his conjuror's act, he bows to the audience, and, with a knowing wink, deftly extracts a new one from the magic hat to show that he has by no means exhausted the tricks of his craft. In his little black bag, as in the crowded street car, there is always room for one more. Whatever our individual opinion concerning the advertising value of the so-called stunty layout, there can be no denying that it is wonderfully effective. It does get attention. Whether it will hold it, depends upon its inherent nature. There are some novel ideas in layouts which may reasonably be said to have a legitimate place in advertising, since they serve to emphasize or explain some point or quality relative to the article advertised; while others, again, like the barker before the sideshow, have no other purpose than to focus attention on the advertisement. Which of these ideas you will employ, depends much upon what you are advertising and what you hope to accomplish. Generally, however, it will be found that the unusual will best fulfill its function for the advertiser when it acts as an interpreter as well as an attention-getter.

Let not the conservative advertiser shy at the word novel or stunty, for it has a very real and definite place in advertising. Such find the basis of their instant and universal appeal in the desire of the reader for the fresh and uncommon. Students of human nature know this, of course, and quite properly play upon it. The fashionable dressmaker, the corsetiere, mademoiselle of the millinery shop, and the girl behind the blouse counter know that all they have to do is to murmur, "Pos-i-tive-ly the vurry latest, madam," to awaken the dormant interest of the casual shopper. And, as it is with merchandise, so with the medium through which merchandise is sold, it is the new, the unspoiled, the unexpected that startle us out of our comfortable, half-somnolent state of mind to where we sit up, so to speak, and take notice.

A "stunt" may either illustrate a feature of the goods or product advertised or merely serve to arouse curiosity. The picture in the Juvenile Shoe advertisement, however, shows how the novel device may combine the two functions. Certainly it would be hard to conceive how attention could be attracted more quickly or the point of flexibility demonstrated more convincingly than they are here. I do not speak of the

headline which is so trite as to be downright weak, nor yet of the dominant position of the baby in the cradle which might better have been subordinated to the main idea. These defects are too apparent for comment; but the thought of showing the softness and suppleness of the shoe is not only novel and effective, but is something that will be appreciated by every tender mother. It is a device, moreover, which could well be adapted to the advertising of, say, a panama or felt hat. Its chief value, however, lies in the fact

Shoes
become an important problem very early in life.
From babyhood to maturity, Juvenile Shoes are made to protect little feet without interfering with their natural growth. Juvenile Shoes are the utmost attainment of Children's Shoemaking in Flexibility, Comfort, Durability and Style.
The Quality is Higher Than the Price
THE JUVENILE SHOE CORPORATION
SAINT LOUIS
Genuine Juvenile Shoes sold only under these registered trade marks
KEWPIE TWINS PLAY HOUSE
PUNCH & JUDY FAIRY TALE
KUTI KIX LITTLE WIZARD
LITTLE JACK HORNER
Juvenile Shoe System
Showing our baby turn shoe the most flexible shoe in the world

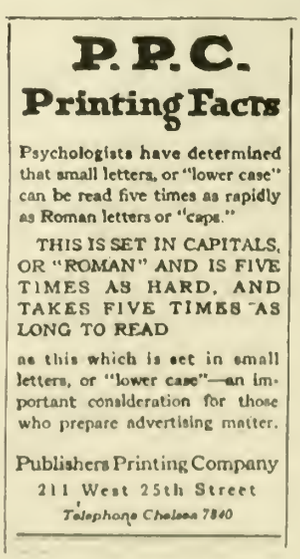
that all over the country, wherever Juvenile Shoes are sold, the time consumed in making sales will be shortened materially, because prospective customers will have had the most desirable features of the shoe demonstrated to them in advance.

The arrow in the Sherwin Williams advertisement performs the rather unusual function of tying up heading, illustration and book together, besides cutting off the picture in a manner to secure the requisite effectiveness without loss of space. The

Paints & Varnishes for the FARM
Painting the Farm House
THIS big, informing book tells how to paint the farm house, when to paint and what paint to use. It goes into detail as to priming, number of coats needed, the amount of paint required, etc. It is a valuable book, one that every farmer should have, and it is free.
It has been written by an authority on the subject of paint and painting, and covers everything to be painted, varnished or enamelled around a farm. With this free book as your guide you can protect and beautify your property and add to its value.
SHERWIN-WILLIAMS
PAINTS AND VARNISHES FOR FARM USE
include a paint or varnish for every purpose about the farm—just the right treatment for houses, barns, implements, wagons, fences, floors, inside woodwork, screens, stovepipes, etc. The book tells what to get for each purpose and how to apply it. Get this book from us, then go to the nearest Sherwin-Williams dealer for the paint, varnish or enamel you need.
SHERWIN-WILLIAMS PAINTS & VARNISHES

printing of the page numbers in reverse in "bull's-eye" form draws the readers attention to them at once. The various elements are so arranged as to form a very striking and efficient layout in that it is designed to produce the maximum effect with a minimum of effort. Granted that it looks simple, one can easily see that the whole thing has been carefully thought out, as indeed Sherwin Williams advertisements usually are.

It is not often that one runs across a printer's advertisement in the newspaper, which is rather an anamoly; for of all business men certainly the printer by right of his skill and trade is most qualified to do so. A distinctly original idea in printer's advertising is exemplified by the series now running for the Publishers Printing Company in the New York *Sun* from which the accompanying illustration is taken. Its aim primarily is to inform that portion of the general public which has to purchase or order printing—and this includes nearly every one at sometime or other—on the uses to which types can be put in order to secure certain specific and desirable effects. As the points or suggestions brought out are illustrated


P. P. C.
Printing Facts
Psychologists have determined that small letters, or "lower case" can be read five times as rapidly as Roman letters or "caps."
THIS IS SET IN CAPITALS, OR "ROMAN" AND IS FIVE TIMES AS HARD, AND TAKES FIVE TIMES AS LONG TO READ
as this which is set in small letters, or "lower case"—an important consideration for those who prepare advertising matter.
Publishers Printing Company
211 West 25th Street
Telephone Chelsea 7840

by the type faces themselves one can easily conceive what a favorable impression such advertising is likely to have upon those interested. It is probably a safe guess that few *Sun* readers see these advertisements without consulting them for information. And in the end they are apt to think that a company that knows so much about printing is a likely firm to patronize, and that, after all, is what this novel idea seeks to accomplish.

Stunts in lead pencil advertising are not infrequent. The manufacturers of Venus pencils, particularly, have done some good work in this direction. This latest idea of the Dixon people, however, would be difficult to surpass. For one thing it shows plenty of action—and if there is one thing more than another likely to attract and hold the wandering eye of the reader it is move-

DIXON'S ELDORADO
Once you touch its smooth responsive lead to paper you can never be satisfied with any other
DIXON'S
ELDORADO
"the master drawing pencil"
JOSEPH DIXON CRUCIBLE CO

ment. The effect of life, good as it is, would have been increased by having the point of the pencil meet the terminus of the last line on the down stroke. The silhouette figure of a running mercury carrying an Eldorado pencil, presumably indicating the speed with which requests for samples are answered, is a clever and appropriate device. In all other essentials—balance, proportion and white space—this advertisement might well be considered a model of its kind. Here the stunt is legitimately employed in demonstrating a quality promised by the product advertised.

A novel demonstration idea is also carried out in the case of Iron Clad Hosiery. The use of a magnifying glass to show that the heel, as well as the toe, has "four plies of the strongest wear-resisting yarn that can be made," while not new is nevertheless far more convincing than a column of argument could be. The heading, "See why it's durable," forms a connecting link between the

See why it's so durable
Examine Iron Clad No. 398 under a magnifying glass and you will understand why it is an unusually durable sock.
It will show that the heel and toe have four plies of the strongest wear-resisting yarn that can be made. It will show the three plies of special process reinforcement on the whole sole and high splice of heel.
At 75c per pair (east of the Rockies) this long-lived sock is doubly economical while its permanent lustre finish makes it so good looking that it will please men who are most careful of their appearance.
Iron Clad No. 398
comes in black, dark gray, white, palm beach, navy, cordovan brown. If there is no Iron Clad dealer nearby, order direct from us, stating size and color. Sizes 9 to 11½.
Cooper, Wells & Co.
212 Vine St., St. Joseph, Mich.
Iron Clad
Hosiery for the Whole Family

illustration and the text. With admirable forethought the layout man has caused the hand holding the glass to be "grayed," thereby keeping it from conflicting with the other and principal elements of the composition. If any improvement might be suggested in an otherwise excellent layout it is that a border might have been used to hold the component various parts of the advertisement together and so secure that sense of unity which it now lacks.

The advertisement for White Rock Water is a stunt pure and simple. Still it is suggestive and interesting and had it been printed in colors instead of black and white its advertising value would have been enhanced many fold. Even in its present form, it is novel enough to cause the reader to stop and read the brief but pointed message it bears.

Nowadays the Elgin Watch Company goes in more for so-called reason-why copy, but as an illustration of an appropriate and eye-catching layout, this old time specimen of Elgin advertising would be hard to beat. Note how the hands on the dial in position, correspond to the heading of the copy. Obvious, of course, yet such a detail might easily be overlooked. It would be next to impossible to "bury" or obscure this advertisement no matter how it might be surrounded with

advertisements several times its size. This is another aspect of the value of striking layouts which should not be overlooked; that when the limitations of space or appropriation entail small advertisements, they may be saved from extinction by a well planned or clever arrangement. It has been found by actual experiment that diagonal lines and triangles arouse and attract more attention that other geometrical figures. In the first class we might well include circles or circular shapes since they are known to have an equal degree of attention value.

There is good humor as well as advertising value in the suggestive and ingenious layout for Colman's Mustard. Though the subject raises

The Exact Time of the ELGIN WATCH
Runs the Machinery of Modern Life.
Wherever correct time is essential the Elgin Watch is valued.
An illustrated history of the watch sent free.
ELGIN NATIONAL WATCH CO., Elgin, Ill.

a laugh, it does so in such a way that our mind instantly records the impression that Colman's Mustard is hot. And how could words say it more clearly or more forcibly than this simple illustration, treated in broad, poster-like fashion. For sheer strength, humor that embodies a paramount argument, and originality of invention it is easily on a par with the now famous Bovril poster. Of course, ideas so good do not occur to the copy writer or layout man every day in the week; but as an

An Ingenious Poster

object lesson in how to say much in little, this Colman's advertisement is worthy of close study.

Given a certain kind of layout man and he would have spread the picture of the greenhouse right across the Lord & Burnham advertisement and shown the beans in miniature. This layout man had the right idea. He knew that prospective owners were more interested in what they were likely to get out of their greenhouses than in how their greenhouses looked. And so he very properly gave them a subordinate place in his plan. The unusual position too of the greenhouses reduced and placed against the lifelike beans has greater attention value than, say, a reverse treatment. Moreover, what heading with a greater tug on the readers imagination could have been devised

If You Had Built One of Our Greenhouses When We Urged You to in Our Summer Ads. You Could Now be Eating Vegetables from It
Lord & Burnham Company
Factories: Irvington, N. Y., and Des Plaines, Ill.
NEW YORK
BOSTON
PHILADELPHIA
CHICAGO

than, "If you had built one of our greenhouses when we urged you to in our summer ads, you could now be eating vegetables from it." Observe too, the evidence of forethought in the use of the word greenhouse instead of hothouse against which their exists something like a well-founded prejudice, so far, at any rate, as the growing of vegetables is concerned. Of the use of three styles of type faces instead of the usual one; nothing need be said, since nearly every advertiser is acquainted with the advantages which accrue from the simpler form of setting.

Railroad and summer resort advertising is not always as strong in attention value as it might be. But no criticism can be offered on that ground in the case of the Rock Island advertisement which, though not of recent publication, is about as perfect as it can be. In the effective use of the half-tone illustration, in the placing of the trade-mark or what in railroad circle stands for a trademark in the manner in which the treatment of the hand lettering—excellent of its kind—is made to preserve the unity of the parts, which otherwise might become so many disjointed spots in the composition, betrays artistic intelligence and skill of a high order. Though there is plenty of reading matter, any impression of crowding is averted by the careful placing of the white space. A two colored effect was secured by the use of gray instead of solid black lettering.

Rock Island
If you haven't been to COLORADO go!
If you have—you're going again
IF you've never felt the majesty and peace of mountains, drunk deep of crystal air, known what sleep means a mile above the sea, you should go to Colorado. If you've been there you're going again. Colorado never surfeits.
And if you're travel-wise you're going via the Rock Island Lines, on the deservedly famous
ROCKY MOUNTAIN LIMITED
—from Chicago every day in the year—
The most discriminating travelers do.
The road of Supreme Service and the Train without a peer. Transportation at its utmost of fastidious comfort.
A day's journey to remember all your days, upon a train that is a veritable surprise of luxurious appointment. A retinue of servants at your bidding. Beds not berths. Feasts, not meals.
You may be an experienced traveler, but just for the point's sake, here's something you did not guess—Victrola recitals. One of the many features that gives the *Rocky Mountain Limited* distinction in all that is supremely best in modern journeying.
Other splendidly equipped, fast trains every day from Chicago, St. Louis, Kansas City, St. Joseph, Omaha and Memphis for Colorado, Yellowstone Park and the Pacific Coast.
We have illustrated booklets that will make you wish you were in Colorado or California. Let me send them to you. L. M. Allen, Pass. Traffic Mgr., 15 La Salle Station, Chicago, Ill.

Candy advertising up to the present, if we except possibly Huyler's more recent messages, has not been notable for any special distinction in treatment. That is not to say it hasn't been attractive in a sort of aimless pretty way, but it hasn't for the most part contained in layout any vital selling argument. This Bryn Mawr advertisement does. A novel method of demonstrating the creaminess of Bryn Mawr Chocolates is shown in an interesting way in a large circular inset. The advantage of this feature is that no one having seen it, can speak of Bryn Mawr chocolates without being reminded of their creaminess at the same time.

An advertiser in reading over this critique might be tempted to exclaim impatiently "Why all this fuss about the layout, the message is the thing." Granted that this is so. Is it not important as to how that message shall be dressed? Why bother with the plan of a house, the melody score of a piece of music, or the pattern, or composition of a painting. One could paint a picture without a pattern, a house without a plan, or write music without a theme or motif. But what a picture, house, symphony! The same thing follows in an advertisement. The artistic is so closely bound up with the commercial that the advertiser divorces them at his peril. What many advertisers fail to realize is the potential waste involved in weak and unattractive layouts. The fact is, a poorly designed advertisement is just as liable to get "I can't see you now" from the prospect as a salesman with a poor approach. Suppose, for example a salesman were to miss three or four sales a day, because customers were not sufficiently impressed by his appearance, or, were too busy to see him, or for some other reason—how long would it be before that salesman would cease to be profitably employed? Now an advertisement is in exactly the same position. Every time it fails to attract the attention and interest of the reader, it is in effect equivalent to a salesman missing a call. Any one can see, therefore, how important it is than an advertisement should be strong enough to command attention, dressed so as to create a favorable impression, and convincing enough in argument to induce sales.

Luscious liquid crème with rich chocolate
THE creation of really fine chocolates is a difficult Art and an exacting Science. Bryn Mawr Chocolates result from long experience and many tests. Liquid Crème fillings mellowed and coated by a secret process which stores in all the freshness and flavor.
Bryn Mawr Chocolates
F. M. PAST CO.
Philadelphia, Pa.
The Home of Better Confections

Next to good copy, and one might almost say with it, is the importance of making the advertisement "stand out." For the advertisement must be *seen* before it will be *read*; and this depends not so much upon the size of the space as in the way the advertisement is planned and laid out. The strongest copy ever written can have its effectiveness nullified by an ill-considered layout or common-place headline. No manufacturer would tolerate a salesman's going out on the road with unkempt clothes, soiled linen or a three-days growth. Isn't it equally good business then to have the same scrupulous regard for the appearance of your advertising—your salesman in print—who covers a far larger territory, who canvasses thousands more persons, and upon whom you expend the salaries of several good salesmen? Extreme care is usually taken in the planning and writing of copy. Good sense dictates that the same care be applied to the planning and construction of layouts. No advertisement can be said to have the qualities that mark the successful salesman unless these two essential elements are carefully considered in their relation to each other. With the cost of plates and of white space rapidly mounting up, the consequent need of reducing waste by conserving and stimulating reader attention becomes more than ever imperative. And in this effort the layout must, inevitably, play an important part.

* * *

A. McKim Ltd., Montreal office, are placing large advertisements in a few newspapers for the Windsor Plongraph & Record Co. of Montreal, W. C. Willson, advertising manager.

* * *

Sweetheart Brand Peanut Butter is being advertised by the I.X.L. Spice Co. of London, through the Federal Advertising Agency.

MORE SALES TO MERCHANTS BY MAIL

4. Presenting Your Proposition

The important thing is: "Will it do what you want it to do?" when planning mail-sales circulars and letters. Value of offering specific assortments. Special test shows how to increase results. Continuing the series of articles.

Written for Marketing by William A. Hersey
Manager Mail Sales, Ingersoll Watches

A FEW weeks ago, while in the Service Department of a large printer, I overheard several of the men discussing a circular that had just been put through their shop. One of the men made a remark which struck me as typical of the way many advertising men look upon circulars. He said—"That's one of the best looking circulars I've seen for a long time."

It was a splendid looking circular, one that would usually attract attention, and from the standpoint of printing, it was a job that any printer could be proud of. But this man in commenting on this circular, thought only of the looks of it. He did not stop to analyze whether the proposition was presented from the most effective angle. And on this particular circular I am sure that if they had presented the proposition in a slightly different way, the results would have been much larger.

While it is important to study the typography, layout and general attractiveness of the finished piece, yet these features are not by any means the most important things. *The* important thing is—"Will it do what you want it to do"—and was it planned from the right angle?

Most every advertising book dwells on the importance of analyzing a proposition before starting to plan an advertisement or campaign. But not nearly enough books have been written to drive home this idea sufficiently.

I am not going into detail on how to analyze a proposition, for that would take more space that I have to devote to this entire article. Instead, I am merely going to point out how, by studying our proposition, we were able to find several ways of presenting it which helped us to greatly increase results.

Selling Display Fixtures

The successful sale of our product, or in fact, any advertised specialty, depends to a large degree on how the dealer displays the line. Advertising creates prospective buyers, but the people must be reminded to buy. It is through the use of little display fixtures in the window, show cases, and other selling helps, that the dealer can remind people to buy the goods they saw advertised.

In practically every circular we send out offering a display fixture, or selling help of any kind, we offer that selling help to the dealer with a concrete assortment of watches. It has been our experience that we can get a much bigger volume of business when we offer it with a specified assortment, than by telling the dealer he can have the fixture free with a certain number of watches, telling him to make up his own order. There is nothing new to this principle—it has been tried and is being used by many concerns. But on the other hand, there are a good many who are not using it, but who could.

Why It Is Best to Sell an Assortment

Any method of selling must benefit both the seller and the buyer if it is to be a long lived method. That is mainly why we concentrate so much on selling definite assortments in our circulars, for besides helping us to get larger returns, it is also better from the standpoint of the dealer.

Here are a Few Reasons

First: It relieves the dealer of considerable thought, effort and work. The proposition can be sold as a unit. Instead of having to make a number of decisions on a number of models, he has to make only one decision.

Second: If you offer to supply a selling help with a certain sized order, the dealer is apt to think that the

Let these Silent Salesmen work for you
Salary: "Nothing" per week
This Case Free
This Case at Half Cost
See Inside Page for Special Assortment
Three Good Models to Push for Your Summer Trade
Yankee Radiolite
Waterbury Radiolite
Eclipse Radiolite
You Can Make the Next Three Months Big "Ingersoll" Months
Here is a Selected Assortment Arranged Especially for Your Summer Trade
Mail Order House
Keep Your Trade at Home
These Three Plain Dial Models Included in the Assortment
The Waterbury
The Yankee
The Reliance

Illustration No. 1. First and two middle pages of a four-page circular, letter-size, to sell display cases with assortments

Ingersoll
Let This Silent Salesman Work For You
Salary "Nothing" Per Week
Here's An Introductory Assortment
Arranged Especially For Stores Like Yours
Here's the Proposition in a Nutshell
Special Introductory Assortment
$277 Worth of Business on an Investment of $43
Eight Reasons Why "Ingersolls"
Are a Good Line to Handle
This "Good Will" Maker Free
Mail Post Card To-day

Illustration No. 2. Three pages of another four-page circular featuring display case and special assortments

order is a little too large for him. While if you offer that same selling help with a concrete assortment, he is more likely to feel that inasmuch as you are making that offer to all of your customers, it must be a well selected and moderate sized proposition.

Third: If the dealer is left to work up his own order, that is, if we were to tell him he can have a certain fixture free with 18 watches, he would be apt to pick out the easiest selling models.

Experience has taught us that a dealer cannot secure the maximum amount of profit on our watches unless he carries a complete line. For instance: We make a Reliance watch in a gold filled case. There are some men who want a low priced watch, but who also want that watch to be in a gold filled case. Therefore if the dealer did not have that particular model in stock, he would lose some sales. On the other hand, by carrying a complete line, the dealer can sell one of the better grade models to customers who come in and ask for a low priced model, thereby making a better profit for himself. So this is a very important reason why it is best to sell the dealer cut and dried assortments, rather than have him select his own order. And the same reasons apply to a good many other lines besides Ingersoll watches.

Points to Bear in Mind When Arranging Assortments

One point which must be borne in mind in selling cut and dried assortments is that they must be carefully arranged. Manifestly the right assortment cannot be arranged, nor the proper advertising matter selected, unless it is done by someone who is familiar with the dealer and his selling problems. If you sell a dealer an assortment which is not adapted to his needs, it will take a long time to make him forget it. And the assortment should not be too large. We have found that we can get a much larger volume of business and at a lower selling cost by going after many orders for a small assortment than going after a few orders for larger ones.

Then, too, by offering the dealer a smaller assortment, you are giving him an opportunity to get a quick turnover on his investment, which will make him favor your line.

Importance of Typography

When offering special assortments in circulars, be sure that your proposition stands out clear and distinct. The typography should be so clear and the phraseology so simple,

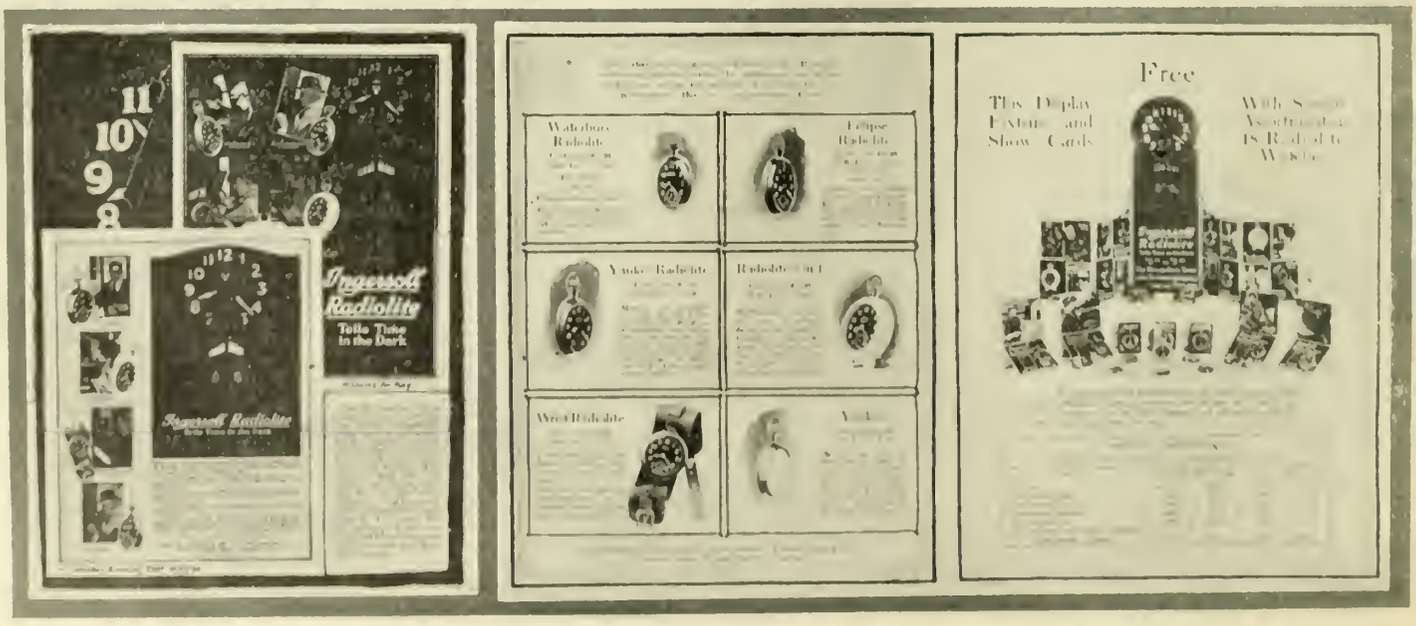


Illustration No. 4. Reproducing three of the four pages of a circular that features current advertising and offering special assortment of advertised lines

Illustration No. 5. Front page for multigraphed letter, and two inside pages of a four-page circular in colors featuring advertising campaign

that the dealer will know exactly what he is to get. Show him the unit cost, the total cost—the unit selling price, the selling price and the profit he will make on the proposition as a whole.

Recently a druggist friend of mine gave me a circular which was sent out by a nationally known concern, in which they offered a display stand free with a certain assortment of their product. I had to actually study the circular for about three or four minutes before I could find out the cost of the assortment.

When this druggist friend of mine handed me this circular, he mentioned —"Here's a sample of the poor advertising matter that I get." And yet, on the surface, the circular looked splendid. It must have cost at least $50.00 a thousand to have them printed—in very large quantities—without the postage.

Whenever it is possible, illustrate the models, or the articles that are included in the assortment. I have had the importance of illustrating models on circulars driven home to me many times when out selling. I have been in stores where dealers have handled our line years and years before I ever thought of Ingersoll watches, but yet, if I did not show them samples of certain watches, it would be difficult to get an order. The same principle applies to selling by mail. Dealers like to see what they are ordering. So don't merely make up a list of the goods that the dealer is to get, but give him plenty of illustrations.

General Idea Back of Circulars

To illustrate how we present our proposition when we offer display fixtures or selling helps of any kind, I have selected several circulars which are typical of the points I have in mind. In circular one, (See illustrations No. 1 and 2) we wanted to secure orders for show cases. It is to our advantage, as well as to a dealer's, to have our customers use these display cases. But, if we were to send them an illustration of this case, and tell them they could have one, the chances are they would not be used as they should. So, in the first place, we ask for a definite order —either with the case that is supplied free, or with the case sold for $1.00. You will notice that on each of these

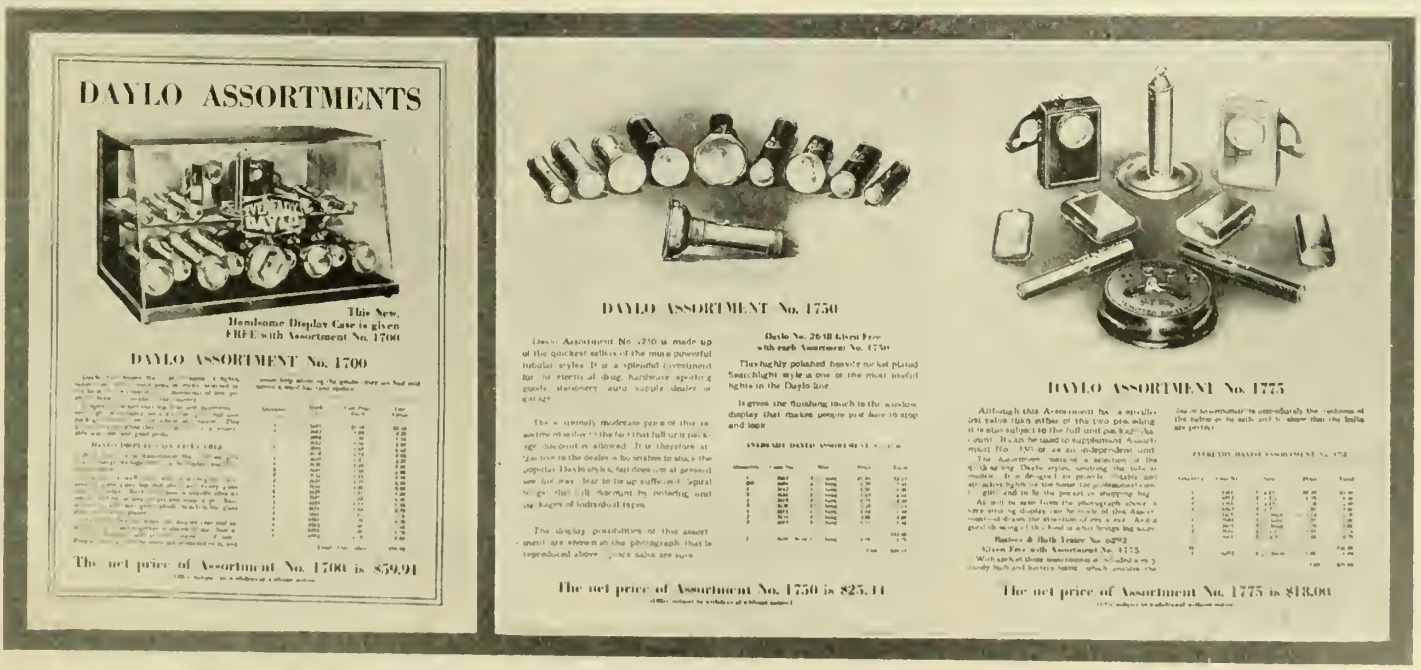
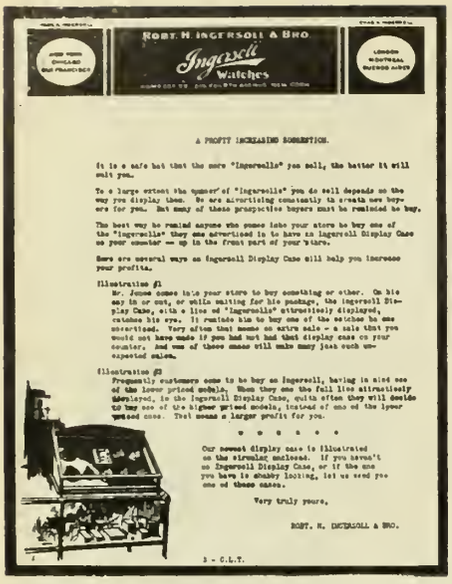

DAYLO ASSORTMENTS
This New, Handsome Display Case is given FREE with Assortment No. 1700
DAYLO ASSORTMENT No. 1700
The net price of Assortment No. 1700 is $59.94
DAYLO ASSORTMENT No. 1750
The net price of Assortment No. 1750 is $25.14
DAYLO ASSORTMENT No. 1775
The net price of Assortment No. 1775 is $13.00

Illustration No. 7. First, second and third pages of a four page circular used by another firm, showing featuring of assortment offers and display case


ROBT. H. INGERSOLL & BRO.
Ingersoll Watches

A PROFIT INCREASING SUGGESTION.

It is a safe bet that the more "Ingersolls" you sell, the better it will suit you.

To a large extent the number of "Ingersolls" you do sell depends on the way you display them. We are advertising constantly to create new buyers for you. But many of these prospective buyers must be reminded to buy.

The best way to remind anyone who comes into your store to buy one of the "Ingersolls" they saw advertised is to have an Ingersoll Display Case on your counter — up in the front part of your store.

There are several ways an Ingersoll Display Case will help you increase your profits.

Illustration #1
Mr. Jones comes into your store to buy something or other. On his way in or out, or while waiting for his package, the Ingersoll Display Case, with a line of "Ingersolls" attractively displayed, catches his eye. It reminds him to buy one of the watches he saw advertised. Very often that means an extra sale — a sale that you would not have made if you had not had that display case on your counter. And one of these cases will make many just such unexpected sales.

Illustration #2
Frequently customers come to be buy an Ingersoll, having in mind one of the lower priced models. When they see the full line attractively displayed, in the Ingersoll Display Case, quite often they will decide to buy one of the higher priced models, instead of one of the lower priced ones. That means a larger profit for you.

* * * * *

Our newest display case is illustrated on the circular enclosed. If you haven't an Ingersoll Display Case, or if the one you have is shabby looking, let us send you one of these cases.

Very truly yours,

ROBT. H. INGERSOLL & BRO.

3 - C.L.T.

Illustration No. 3. Circular letter which accompanied folder in illustration No. 1

circulars the show cases are played up on the front page. Each case is described and we mention the advantages of using an Ingersoll case.

Each of these circulars was sent with a letter, similar to the one illustrated. (See illustration No. 3). In this letter, we also played up the advantages of using an Ingersoll display case.

The whole point is this. We try to make the dealer want these display cases. In other words, we are selling the display cases, and throwing in watches with it. The reason for that is this: By making the dealer anxious enough to get a show case, he will order one with the assortment, and when he gets the case he will use it. And if he uses it, he will sell the watches.

Of course, if any dealer writes in to us and says he has plenty of watches on hand, and would like one of the cases we are glad to send it to him. When orders are received, we do not hold to any hard and fast rules, but we merely make it seem necessary to order a certain amount, for if we didn't, dealers would be ordering cases with three or four watches.

It is interesting to know that on the circular (Illustration No. 1) we received almost nine times as many orders for the case sold at $1.00, as we did for the one offered free. Remember that the case offered free was given the best position on the page. This goes to show that if your proposition is presented to the dealer in the right way, you can sell him your display fixtures, providing, of course, that your display fixtures are the kind he can use profitably.

Merchandising Your Advertising

Many manufacturers will spend a considerable amount of money on general publicity and use very little effort to merchandise their advertising to the dealers handling their products. They rely simply on the brute force of an advertising campaign itself to put across their product, or line of products to the consumer.

When we have an advertising campaign, and most of our advertising is divided into campaigns, we try to merchandise that advertising to our distributors. We tell them that we are doing—we plan display fixtures that connect up with our advertisements. By getting out displays at the same time that our advertisements appear, we naturally enhance the value of our magazine space.

In planning our campaigns to tell the dealers about our advertising, we usually have three thoughts in mind.

1. We want to keep him posted on our advertising so that he can cash in on our efforts.

2. We want to secure displays that will increase the value of the space that we use.

3. We want the trade to have watches on hand that are to be advertised.

As an illustration of how we present our campaigns, see illustrations No. 4 and 5. In the circular shown in illustration No. 4, we had several advertisements which were planned in conjunction with the display fixture. The idea was to secure as close a tie up between the dealer's windows and our advertisement as we could.

You will notice that the mail campaign comprises a letter (See illustration No. 6), the four page circular (See illustration No. 4) and the return post card. In the letter,

WD C

WD C

Progressive Haberdashers Are Now Selling W.D.C. Pipes

With collar buttons at the top and the tie looks at the full dress shirt. But there is no consternation on the counter. Why shouldn't we welcome this new vogue in our model says the collar and tie pipe just as much a part of a man's equipment as anything he wears!

Six months ago certainly a year ago the thought of selling pipes in haberdashery was entirely new. It wasn't done that's all. And for a time that seemed like the final answer.

That good old progress overcame good old precedent. First one dealer and then another stocked W.D.C. pipes. They went good so the saying goes and repeat orders began to come in from even the most exacting. Today scores of dealers in all sections of the country are mighty glad they added the new line.

We admit that selling pipes in haberdashery is a new thing. But its very newness is the thing that enables one store to keep that all important one step ahead of competition. That is your big opportunity, more conducive to bigger business, than the more profit.

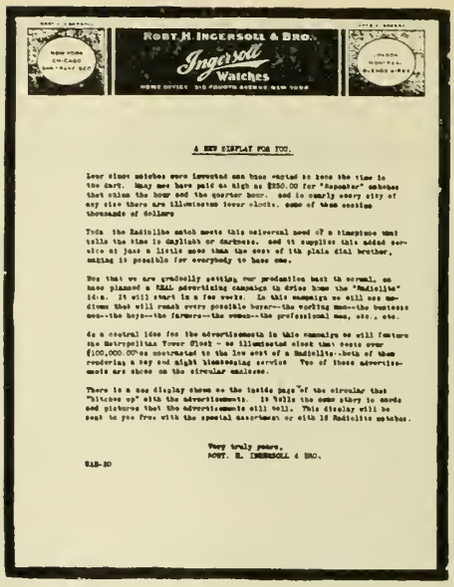
You can depend on W.D.C. pipes. They are nationally advertised. They are made by the world's largest pipe manufacturers. For more than 40 years the W.D.C. trade mark has been the sign of supreme pipe value.

We don't want you to plunge of course. Nor do you need to tie up a lot of money. Buy just a few dozen pipes at first—say that W.D.C. Hand Made Assortment No. [illegible]

Write for full particulars.

WM. DEMUTH & CO.
230 Fifth Ave., New York

A crude paper advertisement which recognizes the selling value of the assortment offer


ROBT. H. INGERSOLL & BRO.
Ingersoll Watches

A NEW DISPLAY FOR YOU.

Your client watches were invented and those created to keep the time in the dark. Many men have paid as high as $250.00 for "Repeater" watches that chime the hour and the quarter hour, and in nearly every city of any size there are illuminated tower clocks, some of them costing thousands of dollars.

Into the Radiolite watch comes this universal need of a timepiece that tells the time in daylight or darkness, and it supplies this added service at just a little more than the cost of the plain dial brother, making it possible for everybody to have one.

Now that we are gradually getting our production back to normal, we have planned a REAL advertising campaign to drive home the "Radiolite" idea. It will start in a few weeks. In this campaign we will use mediums that will reach every possible buyer—the working man—the business man—the boys—the farmers—the women—the professional man, etc., etc.

As a central idea for the advertisements in this campaign we will feature the Metropolitan Tower Clock - an illustrated sheet that costs over $100,000.00 to construct to the low cost of a Radiolite—both of them rendering a day and night timekeeping service. Two of these advertisements are shown on the circular enclosed.

There is a new display shown on the inside page of the circular that "ties up" with the advertisements. It tells the same story in words and pictures that the advertisements will tell. This display will be sent to you free with the special assortment or with 18 Radiolite watches.

Very truly yours,
ROBT. H. INGERSOLL & BRO.

HAB-HO

Illustration No. 6. Letter accompanying circular in Illustration No. 4

we talked about Radiolite watches which were the models featured in the advertisements, and we spoke somewhat of the advertisements which were planned in conjunction with the display fixture.

Then, on the first page of the circular, we featured the advertisements because we wanted the dealer to think of the ads. first. On the inside page, we illustrated the display fixture, showing them how that fixture would tie up with the advertisements.

This fixture was offered with a special assortment. And the models included in the assortment we illustrated on the left hand side of the page. An interesting feature in conjunction with this circular (Illustration No. 4) is that on the fourth page of this circular, we played up the Reliance watch, and also offered a display case free with an assortment of 18 watches. On a portion of this mailing, we left the fourth page blank, to get an accurate check on whether or not it would pay us to play up for orders on the fourth page of a circular of this kind.

We received about the same percentage of orders from each lot of circulars for the Metropolitan display, which was the one featured in the circular. And on the lot in which the extra orders were played up for on page 4, we received enough extra business to reduce the cost of selling on that particular lot more than 2%.

Considering that our selling cost is especially low, 2% is well worth considering. When I say 2%, I mean that the difference between the two selling costs was 2%.

* * *

T. L. Anderson has joined the copy staff of the Toronto office of the Advertising Service Company.

MAKING THE TRADE-MARK STICK CLOSER THAN A BROTHER

If a trade-mark is to have any value it should be designed so as to afford full protection in your ownership. "Making it stick" involves more than having a bright idea.

Written for MARKETING by WALDON FAWCETT

CHRISTENING a commercial child is only the beginning of a parent's responsibilities, even as with its human counterpart. Selection of a name to be worn through life calls, in the one case as in the other, for a carefully balanced mixture of sentiment and hard, practical common sense. But with all the loving solicitude and shrewd discernment that can be put into the choice or coinage of a name there remains the necessity for anticipating the problems that will appear after its bearer goes forth into the world.

The parallel that may be drawn in appraising these problems is not so far-fetched as we might at first imagine. The offspring of conscientious parents is taught, at the earliest possible age, to so pronounce his name that the stranger may comprehend. And in the early days of school or of play with other youngsters the influence of a fond father or mother is apt to be exerted to prevent the hope of the house being saddled with an undignified nickname. With al there is, on the part of the progressive, twentieth century guardian, a studied effort to develop on the part of the child, at a reasonably early age, a distinctive autograph signature.

So, in equal or even greater measure do the responsibilities of nomenclature attend each new-found article of commerce from the days of swaddling clothes. Even more important relatively, than in the case of the human "bud" is it that the everyday public shall readily discern and readily remember the name that has been chosen. Mispronunciation that, in the case of a boy or girl, is only annoying, may prove a tragedy for a manufactured product. Likewise does it mean sacrifice of sales if the trade name is corrupted or submerged in an inadequate nickname. And through it all shines the realization that in after years either man or woman may change or revise a surname without half the havoc that would be likely to attend a shift of "buy words."

For all that the junior member of the body politic and the newly identified commodity stand side by side on so many of the duties and privileges of name possession there is one count on which the obligation of the latter overshadows. This involves the securance of enduring, intimate association between a name and the object it distinguishes. The situation presents no problems at all in the case of a human. The youngster who cannot remember his own name and who cannot take steps to impress it upon forgetful or heedless associates is not worth worrying about. With a staple or specialty of the mercantile field the case is, however, obviously very different. It will avail little if all the care in the world has been exercised in the selection of an appropriate catchy easily pronounced name if the physical association of that name with the product be not insoluble. Worse yet, if a trade name may be readily separated from its subject the very possibility of estrangement is an encouragement to commercial substitution.

TRADE-MARK MUST STAY PUT

Thus it comes about that one of the most solemn responsibilities that, if he will but realize it, confronts the maker or marketer of merchandise is that of devising or adopting the most effective ways and means of affixing brands and trade names. Many a trader, naturally keen to capitalize every advertising asset has had eyes only for the conspicuous display of his business badges and has forgotten entirely the twin consideration of perpetuation. The trade-mark or label that fulfils its destiny must "stay put," as the slang saying is, and must be qualified to defy wear and tear, wave and weather for the natural life of the article it identifies. Indeed, if a trade-mark be any the less steadfast it imperils the coveted "repeat orders" that depend upon a reminder when it is time for replacement.

For the most part the responsibility of affixing the trade-mark that "wont come off" waits upon the trader's own initiative. That is to say, trade-mark laws give the brander little specification or guidance. To indicate how completely the trade-marker is left to his own devices attention is called to the fact that the earliest Canadian statues respecting trade-marks and designs accorded trade-mark status to all marks, names brands, labels, and other business devices "no matter how applied,"—whether to the product or article or to the package, parcel, box or other receptacle containing the goods. Similarly, in the interpretation of the Canadian law has it been ruled that a trade-mark may be applied directly to the material to be identified or reproduced on a label attached to the goods.

Broadly speaking, the affixing of trade-marks is an incident of the requirement of registration to which the governmental authority has had to give comparatively little attention. It is seldom indeed that, under the liberal Canadian laws, a trader has not a method of attaching or applying lhis trade-mark that satisfies all lega requirements. Whether the trade-mark will defy time in the environment in which the trade has placed it is no concern of the officials in charge of registration. That is a worry for the trade-marker. All of which admonishes the marketer of Canadian goods that the mere circumstance that his trade-mark, as he stamps, imprints or attaches it, has been duly accepted for registration at the Department of Agriculture does not mean that his method of linking his indentification tag to his goods is all that could be desired.

CANADIAN TRADE MARK ADVANTAGES

Before dipping into the perplexities of the indelible, unerasable trade-mark, it may be worth while to mention that Canadian marketers have, when it comes to trade-mark perpetuation, a distinct advantage over manufacturers and advertisers in most other countries. This comes about from the fortunate circumstance that the Trade-Mark and Designs Act of 1906, alike to its predecessors, accords the status of a trade-mark to "packages or other business devices." This latitude as to trade-mark instrumentality is decidedly broader than is allowed in the United States and presupposes, likewise, greater leniency than has up to this time been allowed in Great Britain and many other countries.

By way of congratulation it may be whispered to Canadian marketers that their Yankee cousins would be immeasurably pleased if they could enjoy the privilege open to Canadians of throwing the mantle of trade-mark protection over any package of distinctive shape or design and over "business devices" such as the wax seal that, in the case of Smith v. Fair, was held by the Canadian courts to be an allowable trade-mark. The reason for envy of Canadian privileges in this quarter is not far to seek. It arises from the fact that for many classes of goods (especially classes of commodities such as foodstuffs to which direct application of a brand is well nigh impossible) a unique or impressive container is the ideal vehicle of identification.

As eloquent of the ambition of traders across the border to employ the expedient that is taboo in the United States but good form in Canada, it may be stated that the courts in the United States have repeatedly supported the U.S. Patent Office in its refusal to register a package or "dress of the goods" as a trade-mark. A U.S. seed merchant was one of the first to seek this route to goods identification when he essayed unsuccessfully, a third of a century ago, to register a red bag as a trade-mark for seeds. Then a manufacturer tried in vain to secure trade-mark status for a barrel of peculiar shape and size; and a third, with no better luck, sought trade-mark franchise for a decorated tin pail as a box for collars. Despite repeated appeals, the U.S. Courts have clung to their stern insistence that a package of peculiar form and color does not constitute a trade-mark.

Meaningful in its way as was the decision that accorded trade-mark status to a wax seal on a cigar box, it must be said that the Canadian courts have not yet been called upon to consider a sufficient number and variety of test cases in this quarter to accurately determine just what mediums are eligible under the classification "other business devices." It cannot be doubted, however, that as time goes on Canadian marketers who have difficulty in mustering trade marks that will endure will welcome the opportunity afforded them by this concession. Certain they maybe that business men in the United States would thank their lucky stars if their trade-mark system admitted of such elasticity. But the U.S. manufacturer has to tread a straight and narrow path to the goal of the "permanent" trade-mark, admonished by court decisions that a cigar wrapper can not be a valid trade-mark and that a novel form of card cannot be prompted as a trade-mark for hooks and eyes. By the by, Yankee practice made its nearest approach to Canadian liberality when the U.S. Commissioner of Patents at Washington recently decided that a purple and gold band fastened diagonally across the chest of a doll might be admitted to registration as a trade-mark for the make of dolls involved.

For all the concessions that the Canadian law allows there remain however, plenty of problems for the marketer in the Dominion who aspires to a trade-mark that will stay with his product through thick and thin and will advertise it all the while. There are classes of goods for which a distinctive container is the ideal trade-mark and other commodities for which a holder or receptacle in trade-mark guise is vastly better than no trade-mark at all. Nevertheless there are articles for which this resource is totally inadequate, either because the articles are not marketed in package or wrapper or because if so delivered to the consumer the wrapping or container is immediately discarded and is consequently not at hand later on as a reminder to a satisfied customer or an inspiration to the observant bystander.

Ideal Trade-Mark Applied Direct to Goods

With all due respect, then, to possibilities of the trade-mark package let us concede that there is much to be said for the contention of the manufacturer and the trade-mark specialist who insist that the ideal trade-mark is the one that is applied directly to the goods and is applied as though for time and eternity. Devising a trade-mark, that, without losing its advertising punch, will stick like the plasters that mother used to make, is no easy task but what the ingenuity of venturesome branders has accomplished should prove an inspiration to all business men who face difficulties of this sort.

Our readers are familiar, no doubt, with the trade-marking manoeuvers of textile manufacturers who have woven names or symbols into the selvage, of makers of automobile tires who have introduced streaks or bands of distinctive color, and of the lumber dealers who have found means to burn a brand on every board,—timber or lumber being accounted, of course, by special provision of the Canadian statute, "a manufacture, product or article." The "silver edge" of a well-known brake lining represents one manufacturer's solution of the problem of trade-marking a "difficult" product and in the same category is the red thread that runs through a shoe lining that is further identified to the public by the trade name "red-line-in."

A genuine flash of the genius that sometimes illuminates the problems of finding an unquenchable trade-mark was disclosed not long ago when a manufacturer of fasteners such as are in use on leather and canvas goods established trade-mark title to a dot on the face of his particular type of fastener. Naturally that dot appears wherever the fastener is found and the dot will be there so long as there is any fastener to identify. A manufacturer of overalls hit upon the idea of making the blue buckle which distinguishes his product serve as its trade-mark. Here we have, as in the case of the dot, an adjunct that may be expected to endure as long as the article itself. The same is true of the colored basting thread that lends commercial distinction to a make of fabrics extensively used for draperies, wall coverings, etc.

Why not make a part of the article itself, that is to say, a structural feature, serve as a trade-mark? This is a question that instinctively presents itself to almost every manufacturer who feels himself baffled in his efforts to pick a trade-mark that will defy deterioration and obliteration. In Canada the temptation to go as far as possible in taking trade-mark title to a feature of the goods is particularly strong by reason of that clause in the law which seems to open the registration gates to mechanical devices or "business devices" which, though something more than a design marked or imprinted on goods, are supposedly capable of use as trade-marks. In certain other countries, however, this class of intimate trade-marks are not eligible for registration and must derive whatever protection they may against infringement or imitation under the common law.

Thus a corporation engaged in the manufacture of roofing, located in the United States, but with extensive connections in Canada suffered disappointment when it recently sought to establish through certification at Washington monopoly in the use as a trade-mark of design consisting of horizontal and vertical lines embossed or indented into the material so as to make the entire surface of the roofing corrugated into squares. The roofing manufacturer admitted that what had particularly commended this mark to him was the practical impossibility of its obliteration. He figured that so long as even a small piece of the material remained intact those familiar with the mark would recognize it. Moreover it was that oft-sought ideal, the mark that cannot be removed by accident or handling yet

does not injure the goods nor interfere with their selling qualities.

Under the strict code in force on the United States, however, this mark consisting, as the censors said, of "a mere structural feature of the goods" was denied a certificate even as there had been refusal a few years before to acknowledge the Peyser glove-mark consisting of cross-lacings connecting eyelets set in a band. It was in line with this same rigid reasoning that the Underwood Typewriter Company failed to obtain sanction in its native land for a face-plate as a trade-mark for its typewriting machines. To the same end denial has been made of trade-mark standing for corrugated embossing on the ends of toothpick wrappers, of a circular film on the back of a spoon, of a representation of a rose cut or ground into glassware and of a bar on a fountain pen.

If the wisdom of drafting the trade-mark that clings like grim death has commended itself to a discerning trader the chances are that he has been swayed by the thought of the influence of the enduring trade-mark upon users of his goods whose satisfaction with the product does not obviate the need of constant reiteration of the trade name. As a matter of fact, however, there is a second and equally important service that is best performed by the trade-mark that is most tenacious of life. Just in proportion as it is "always present" in the company of the goods does a trade-mark contribute by its allegiance to establish and entrench the trade-mark rights of the originator of the mark.

Trade-mark title in Canada, as in other leading English-speaking countries rests upon "use" rather than upon the mere formality of registration. Registration without use can give only an incomplete title. It follows then that in the event of any controversy over trade-mark rights it may become of exceeding importance for the claimant to a trade-mark to prove that the mark was, at the earliest definable date, physically applied to the goods and not merely used in advertising or trade literature with reference to goods to be placed on the market at later date. The business man who is called upon to prove "use" has his task simplified if he has, from the outset of his marketing operations, had a mark that could be absolutely depended upon to "follow through" to the ultimate consumer. This "everlasting" quality is all the more to be prized if a given brand has been used in the beginning on comparatively small quantities of goods and there are thus only a limited number of "exhibits" or witnesses that could be summoned in the event of a lawsuit.

Trade-markers must be wary lest they allow their zeal for the unfading trade-mark to run away with them. Certain purveyors of food product have, on occasion, alarmed the public by their use of coloring matter to identify their product and it was in vain that they undertook to explain later that the dyes employed were of vegetable origin. The blown-in-the-bottle trade-mark is, of course, a happy solution for the marketer into whose purposes it fits. China manufacturers have their trade-marks stamped on china when it is decorated and later this is glazed over. Where the refilling of bottles is a trade abuse the imprinting of trade-marks on original corks has sometimes put a stop to the raids. Perforations afford a defiant branding weapon and "Brenlin" window shades owe something of their traditions to the scheme of cutting the name in tiny letters on each yard of the fabric. The small celluloid label on the inside of the stem of each "London Plume" is a clever conceit and the tab on "Rub-dry" wash clothes and towels attests that a trade-mark carrier, may—incidentally, serve a utilitarian purpose. That business men in all lines are growing keen for the form directly applied trade-mark that "is there to stay" may be surmised from the fact that walnut growers on the Pacific Coast recently paid a prize of $10,000 for the invention of a machine that enables them to impress a trade-mark on the shell of each individual walnut.

* * *

HOW SUNKIST "SALES SCOUTS" WORK

Personal trade work co-ordinates sales and advertising efforts.

YOU may have noted that the appearance of advertising for Sunkist oranges is usually followed by "results" which are plainly evident to the man on the street. You may have attributed this to the power of advertising, or to aggressive salesmanship, or to enthusiastic co-operation on the part of the retail trade. And you are right—if you think of all three factors as deliberately and closely co-ordinated. Approximately 10 per cent. of the sales appropriation is devoted to personal trade work, apart from the sales and advertising efforts.

Through this work selling effort is intensified when local advertising is to appear and the "stage is set" before the first advertisement in a city is released. This trade work is divided into four branches; — (1) "Sales Scout" work for developing new business and improving distribution; (2) personal distribution of window display material; (3) merchandising advice to assist retail merchants in increasing their citrus fruit sales; (4) beverage work to stimulate the sale of drinks made from fresh citrus fruits in soda fountains, hotels and elsewhere.

The "Sales Scout" work is handled by special men with selling experience who travel most of the time and who co-operate with Exchange sales agents in working with the wholesale trade in districts which offer the greatest opportunities for intensifying distribution. This type of work embodies first—a survey of sales possibilities, and second—actual selling effort to achieve these possibilities. Arrangements are made to split carloads between small buyers and bring fruit into a market by the most economical methods.

The "Sales Scouts" deal largely with wholesalers but have under their direction the display distribution crews which arrange fruit displays in retail stores. They work according to a special itinerary which is planned months in advance and so timed that their work will be finished in each market before the newspaper, poster or street car advertising is scheduled to appear. This work usually takes the form of "Orange Week" which is announced in local newspapers simultaneously with the appearance of billboards after the local wholesalers and retailers have been supplied with fruit and retail windows well trimmed with displays of fruit. Not until everything is in readiness does the general advertising appear locally. The crews then move to the next city.

The personal educational work among retailers is handled by a former retail grocer of 36 years practical

experience, who in the last year traveled approximately 25,000 miles in carrying on this work. Approximately 50 grocers' organizations were addressed during the year. This work is purely educational—no sales being permitted. Through this service the Exchange learns the practical day-to-day problems of the retail merchant. In the talks before grocers the importance of displays, quick sales and fair margins of profit are brought out by illustration. The policy is to learn the dealer's viewpoint and work with him. It is a sincere effort to show the retailer how to buy, handle and sell citrus fruits so that his business may be increased and his net profits enlarged at the end of the year.

The Exchange recognizes the 350,000 retail fruit merchants of the continent as a vital link in the machinery of distribution and its work with the trade is founded on the policy that anything which may be done to make the retail merchant a more efficient retailer of fruits will indirectly benefit the industry.

Promotion work is being continuously carried on among leading soda fountains, hotels and beverage establishments to further develop the use of fresh lemons and oranges in popular beverages. In order to obtain complete and authentic data for handling this work intelligently, two experimental beverage stores selling orange, lemon and grapefruit drinks were opened by the Exchange and are being operated by the advertising department. The coming of prohibition, the increasing competition from other soft drinks and the need for maintaining and enlarging the use of citrus fruits in drinks render a larger development of this work advisable. A plan has been developed for placing electrical juice extractors in several thousand fountains as a means of increasing the orangeade and lemonade business.

An orange juice stand to be set up along the sidewalk or street by boys was recently designed and has been sold at cost with some success.

With very few products is the value of fresh, attractive displays so necessary and so effective a sales factor as with fruits. A display of the fruit itself is better than a display of printed cards and our display material is designed to serve as a background or container which will encourage merchants to display oranges and lemons. The dealer men show the dealer how to make good displays, they furnish window cards and other material, and work in conjunction with the local advertising to win the grocer's interest. The advertising aims to create desire. But its maximum value is not reached unless the fruit itself is available and temptingly displayed at reasonable prices. The dealer men aim to make sure that the products are within reach of any who desire them and that, in fact, they are "pushed" toward the consuming public

Included in this service to the trade is a very complete selection of sixty items of displays, booklets, and other material adapted for use in all kinds of stores. Other features of the service are adjustable box racks which are sold to the dealer at cost, theater slides in color, carrying the grocer's name, and free electrotypes for the dealer's price list or local newspaper advertisement. All of these auxiliary service features are popular with the trade and there exists a steady and considerable demand for the material. Last year 15,000 retail dealers wrote the Los Angeles office for materials. Dealers are invited to write about their individual fruit selling problems and the department gives advice based upon experience or a special investigation.

Direct Advertising Reinforces Personal Trade Work

All personal trade work is reinforced by letters, booklets and circulars from the Los Angeles office. This material, like most of the trade paper advertising, explains display and selling ideas which have proved valuable to successful fruit merchants. Every member of the wholesale fruit trade receives a letter each month with a proof of one of the current magazine advertisements. Several times during hot weather the leading soda fountains of the country are circularized. A carefully chosen list of the 30,000 best retail fruit merchants in the country receives letters, circulars and booklets and selling suggestions periodically and a large list of over 130,000 retailers is used less frequently. In the course of a year approximately a million pieces of mail matter leave the advertising department.

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R. F. Choate, recently editor of the Toronto Sunday World, has taken an executive position with J. J. Gibbons Limited, advertising agents, Toronto office.

* * *

Frank G. Smith, of Smith Denne & Moore, Toronto, and General Manager of the Collin Armstrong Agency, New York, has become President of the latter Company.

* * *

The advertising of Lipton's Tea, Thomas J. Lipton, Toronto is being placed by Smith Denne & Moore. It is reported that quite an extensive campaign is under way.

Package Values

No trouble or expense was spared to make the Aunt Jemima package something that would stand out in a compelling way, on the shelves and when used as part of a window display. The best procurable art talent was utilized in producing an Aunt Jemima face that was ideal from every standpoint. Look at Aunt Jemima in an advertisement or on a package of pancake flour and you see a composite setting forth of all the excellent and lovable traits that fact and fiction have long led you to associate with the typical Southern mammy.

Comparatively speaking, it costs quite a bit more to put out a container like this. But judged by the increased turnover the package makes possible, its cost is trifling indeed.

The selling power of the Aunt Jemima package is especially noticeable in the Piggly-Wiggly stores. If a women goes into one of these help-yourself stores without preference as to the particular brand of any kind of merchandise she is going to buy, she naturally is going to be influenced by the most attractive package. The women, in making their rounds of the store, pick out the most attractive packages. Then if the merchandise itself makes good with them a customer is gained for that brand—gained by the package.

The growth of the self-serve idea in retailing, therefore, lends added importance to the necessity of getting sales value into the package. Not only should the package be a pleasing eye-arrester, but it should in some way readily identify itself with the advertising that has been done in behalf of the product. The package must back up the advertising. The advertising starts the sale. The package has to finish it, particularly in the case of food products.

—*Printers' Ink.*

* * *

A. McKim Ltd., Toronto office, are placing advertising in a list of newspapers for T. A. Lytle Co. Ltd., Toronto, manufacturers of Sterling Pickles and Catsup.

* * *

Methods not occasionally improved upon grow stale.

* * *

The California Fruit Growers Exchange sold seventy-five million dollars' worth of citrus fruits to the wholesale trade in the year 1919. The cost of the Exchange including that of the District Exchange sales service, was 5.2 cents per box, or 1.01 per cent. of the delivered value. In addition there was invested in national advertising and trade promotion one-half million dollars, making a total sales and advertising expense of 1.62 per cent. of the delivered value of the fruit. Due to the increased volume of business handled the Exchange selling cost, including advertising, was lower in 1919 than ten years ago.

Despite the fact that in nearly every line the cost of doing business has increased enormously, this co-operative campaign has steadily decreased the expense of marketing citrus fruits. In fact, the figure mentioned is claimed to be the lowest known marketing cost of any perishable food. For that matter the figure comes pretty near to being a low record for any product in any line.

ENCOURAGE INITIATIVE IN YOUR SALESMEN

Salesmanagers should hesitate to condemn a man for mistakes due to the exercise of initative. Better a salesman who makes occasional mistakes, and uses his head, than one so tied down by rules that he can exercise no initiative.

By Frank Farrington

INITIATIVE is something we hear a good deal about in business talk. Evidently it is a quality that is important in developing success. Business initiative is the power to go ahead and develop yourself, your ideas, your plans, and to do it without having to be pulled and hauled all the way along. If you have initiative you go ahead under your own steam.

A sales manager in addressing an advertising club a few years ago told this experience. He said, "I went to work in a grocery and between times I studied how to make myself more useful to my boss. One day the boss came home from the city with the word that he had bought a carload of sugar.

"At once a very bright idea came into my head and the next day on my regular route, calling on our customers throughout the village, I persuaded pretty nearly every housekeeper on whom I called that the first thing needed was at least a dollar's worth of sugar, which was a good deal at that time.

"Proud was no name for the lad who was very busy all the afternoon putting up the orders for tomorrow's delivery, but pride goes before a fall. When the boss appeared, his first words were, 'What's the meaning of this?' Of course I explained with gratification and then he exclaimed, 'Young man, don't you know we lose money on every dollar's worth of sugar we sell?' And I had worked so hard to sell it too!"

This store manager assumed that the boy, through ignorance, had made a serious blunder. It seems to me that through the possession of initiative he had done a wonderful thing. He had shown himself possessed of just the qualities desired in a salesman.

He had shown ambition and initiative. He had gone ahead and done something when most boys would never have troubled themselves with any responsibility about that sugar thinking it well out of the way when stacked in the store room.

The fault was in the boss himself. He had hired a boy in the hope of getting a live youngster who would take an interest in the business, who would try to sell the goods, and then he neglected to inform the boy about the goods.

Was it to be expected that the new clerk would know what lines of goods he ought to boost and what ones he should leave alone. When the manager condemned that boy's initiative, he took the chances of destroying in him that very valuable quality. He should have explained the situation, patted the boy on the back, showed appreciation of his good work and directed his efforts in the future in the right channel.

So there are two sides to this initiative proposition. The salesman needs to cultivate his initiative and increase it. The salesmanager needs to encourage it and not ride rough shod over the man who makes a mistake because of the exercise of a desirable quality.

The salesman should find out where his efforts are needed before going ahead, and the sales manager should so inform his salesmen that they will not exert their push in the wrong direction.

Pages and pages have been written about the man who carried the message to Garcia. That Message-to-Garcia man, Rowan, had initiative. When he was told to go to Garcia with the message, he did not waste time in needless inquiries for instructions, or in suggesting possible obstacles. He took the message and set out, depending upon his own initiative to get him there. He did not trouble his superior officer further, asking for detailed advice about how to get over every fence.

The country is full of sales managers who want to get hold of men who have the initiative to go about their business in that Message-to-Garcia way, and I want to add that by the same token, the country is full of salesmen who have the ability to do this very thing. One thing, however, I think sales managers should bear in mind. If Rowan went out with his message without insisting upon being told every detail of what to do, neither did his superior officer insist upon tying up his movements with needless instructions. It was recognized that the right man for the job had been picked and he was allowed to go ahead and do it as he saw fit. The reliance he placed upon his instructions was matched by the reliance his instructors placed upon him. That has its lesson in application to relations between salesmen and salesmanagers.

The salesmen without initiative is useless when the unexpected occurs. He may be a wonderful salesman as far as selling his line to men he knows is concerned. He may know the line better than any other man the house sends out. He may know his buyers intimately. He may make bigger sales than almost any other man in the force—just as long as things run along in the usual way. But what happens if, while he is out on the road, some unexpected business situation arises? His business motor stalls right then and there. He can't do a thing until he has had instructions from headquarters.

There are times when a salesman ought to do nothing without first getting instructions by wire or otherwise from the house, but there are times when to wait for instructions is to lose the business. There are opportunities that come into a man's path, hesitate before him just a moment and vanish. If he waits to telegraph the house he loses the opportunity. The salesman who had initiative would get the business.

Selling goods is an occupation which is filled with emergencies. They are mainly little emergencies. They may not arise to a point where they really seem like emergencies and we go right on thinking nothing of them. It is only when the greater emergency arises that we are stumped, if we lack initiative.

We should have the nerve to go ahead and do something without asking when there is no time to ask. We may and do take chances of making some mistakes, but that is where the house should show its wisdom and refrain from condemning a man for making mistakes which come from the use of so essential a quality as initiative.

Better a salesman who makes occasional mistakes and accomplishes some great things than the salesman who makes no mistakes because he never does anything unusual. There must be co-operation about this

initiative matter or the salesman soon loses his taste for it. He does not like to be damned for mistakes made in an effort to put something over for his employers.

Initiative may cause a salesman to take chances, but all business abounds in chances and the man who never takes any chances never gets much business.

There must be sound common sense behind initiative. The mere willingness to do harum-scarum things, to take a shot at any proposition and to break rules regardless, is not a qualification of any value.

There are salesmen who have what might be called initiative but who are without a balance wheel to keep it running evenly. It is up to every salesman to consider his initiative quality and see whether it has a tendency to run away with him, or whether he can back it up with a judgment that will prevent him from making serious mistakes. The salesmanager ought to caution the salesman possessed of initiative but lacking in judgment. The salesmanager can help the salesman to develop a better judgment and thus make his initiative worth more.

In times when business conditions change so frequently, following the old routine methods will not bring a salesman continuous success. In order to succeed he must be ready to break away from traditions and habits and do things in new ways. When new plans are put into effect, he must be ready to try them out. The salesmen who are going to succeed are going to be those with the courage to leave the beaten track, with the initiative to go ahead along new lines without waiting to have every step laid out for them.

* * *

Life Assurance Afflicted with Milestones

Advertising copy-writers copying copy? Or is it a mere coincidence?

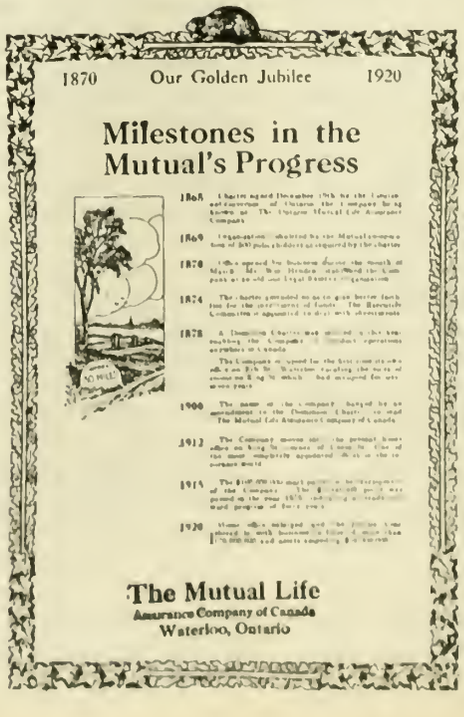
THOSE responsible for the writing of life insurance copy in Canada must draw their idea-inspirations from the same sources. Or maybe it is that they like each other's copy-thoughts so well that they feel impelled to give each idea publicity several times over for as many different companies. This is not seriously objectionable and is perhaps to be expected when the general advantages of life insurance are being discussed. But surely there are enough arguments in favor of life insurance to make it unnecessary for the similarity of topics in advertisements of competing companies to run so close together as they did in the examples reproduced.

Early in April the Imperial Life Assurance Company used the "Milestones" idea in an advertisement celebrating the attainment of One Hundred Million Dollars of Assurance in force, and the occupancy of another floor in the Company's building. Apart from the fact that the illustration suggests tombstones, the idea may be said to have suited the occasion. Whether the use of the idea in this connection was original with the Imperial Life, MARKETING is not able to say.

A few weeks later the smaller advertisement of the Manufacturer's Life appeared with an almost identical illustration, the "milestones" however indicating a return trip. Possibly this was intended to be an improvement—but the illustration's connection with the text is not so clear.

Still later the Mutual Life of Canada made a slightly different use of the same idea, though apparently without any particular occasion for it. According to the "milestones" in this advertisement the "Mutual" is somewhat late in celebrating its Golden Jubilee. It was not so late in adopting the "milestones" idea as a topic for an advertisement.

START
100 MILLIONS MARCH 1920
Milestones
WITHOUT great pretension or blare of trumpets this Company commenced business in rented premises twenty three years ago
Eight years ago we built and moved into our present building, modestly occupying the three top floors. Later on, growth of business made it necessary to take a fourth floor
And this week—as though to coincide with the achievement of One Hundred Million Dollars of Assurance in Force—we take over the ground floor
This additional office will be used for our Toronto Branch and in it we are now holding "open house." It will give us no little pleasure to show you the improved facilities for serving the public which the largest and best equipped premises afford.
Come in and see us. You will be made welcome
THE IMPERIAL LIFE
Assurance Company of Canada
W. A. PEACE Branch Manager 20 Victoria Street



BUSINESS MANAGEMENT

COMMENT AND SUGGESTION ON PROBLEMS OF PRODUCTION FINANCE AND SALES; INVOLVING PRINCIPLES AS WELL AS METHODS

Edited by E. ST. ELMO LEWIS, Astor Court Bldg., 18-20 W. 34th St., New York, U.S.A.

All Communications Relative to this Department should be Addressed to Mr. Lewis. Please use your Business Letter-Head. Comment on any phase of the Subjects Treated in this Department Solicited from Readers

Please note the change in Mr. Lewis' address, i.e., the Astor Court Building, 18-20 West 34th Street, New York City

WHERE WILL THE MANAGERS STAND?

The following article was written several months ago, and added to from time to time, but before the present Middle Class Union came to take form in the United States. This Union movement is as yet embryonic and what it will do, or how thoroughly it will do it, remains to be seen. The Management Class, as such, is daily becoming more conscious of its powerful position in the industrial, commercial and business field, and from this consciousness will undoubtedly come a force that will make for a control of the Labor radicat and the Capitalist radical as well. The subject as here presented goes into the conditions that make some demonstration of force necessary while the radicals who depend on force, are made to do some hard thinking.—
E. St. E. L.

THE other day I stood in a furnishing store while a machine shop employee selected $85 "worth" of silk shirts, and, having made my more modest purchase, I went to a nearby restaurant to keep an engagement with a retailer of feather specialties.

Our talk drifted to the "down trodden proletariats" who are demanding more money with which to pay higher prices for silk shirts, in order to pay higher wages to silk shirt workers, who are making silk shirts cost more money, and so on, *ad infinitum.*

He told me of a negro ship worker who had that morning bought his "honey gal" an ostrich feather fan for $115.00.

These incidents have become commonplace.

* * *

Several Sundays ago I had a call at my home from an electrical engineer employed by one of the large public service corporations. He wanted to enlist my interest in his desire to get a new connection. Boiled down to the last analysis—"he had to have more money—his salary of $6,700 was buying about $4,000 worth of 1914 living."

A recent issue of the *Boston News Bureau* had this item:

The cashier of a New Hampshire bank says: "Changed industrial and particularly wage conditions have wrought some surprising economic and social alterations in and around the manufacturing towns of New England.

"One of the most extreme instances is that of a French-Canadian family in my town. A few years ago they were positively poor in every sense. Now all the three boys and two girls are old enough to work,—the former for a machinery company, the latter in a shoe factory.

"The aggregate wage income of the family is now $450 a week, or over $23,000 a year. The father gets $150 as shop superintendent, the boys about $65 each, and the girls $50 each. Paying $6 board, it is small wonder that these young ladies dress in a style that no banker's womenfolk in interior New England can hope to rival."

I am almost reduced to tears when I contemplate the hard lot of the manufacturers who are complaining about the high cost of labor, and read things like these that point to the early dissolution of some of the country's greatest firms.

The New York *World* recently gave these figures:

Endicott-Johnson Corporaton, shoe manufacturers, increased gross sales in 1919 to $62,713,039, a jump of 20.9 per cent. Net profits increased to $10,-218,019, a jump of 101.2 per cent.

Cluett, Peabody & Co., shirt and collar manufacturers, increased net sales in 1919 to $32,421,816, a jump of 50.8 per cent. Net income increased to $7,819,613, a jump of 84.5 per cent.

United Drug Company, manufacturing end of the Liggett stores, increased net sales in 1919 to $58,338,831, a jump of 11.3 per cent. Net profits increased to $1,275,004, a jump of 70.5 per cent.

Pacific Mills, cotton manufacturers, increased sales in the last six months of 1919 to $30,263,738, a jump of 3.7 per cent. Net profits increased to $3,745,-690, a jump of 35.3 per cent.

Stutz Motor Car Company, which makes a $2,800 car, increased net sales in 1919 to $7,274,249, a jump of 102 per cent. Net profits increased to $997,148, a jump of 155 per cent.

Corn Products Refining Company, manufacturers of syrup, showed a decrease in operating profit to $22,015,-414, a loss of 9.3 per cent. Net income increased to $13,717,486, a jump of 58.5 per cent.

Revillon, Inc., manufacturers and retailers of furs, increased net earnings in 1919 to $697, 697, a jump of 38.3 per cent.

Colleges are complaining everywhere that professors, technical experts, etc. are leaving to take commercial positions.

Public School teachers are resigning faster than new ones can be found to take their places. Competency cannot be considered in some cases. Hundreds of rural schools did not open last fall.

An ex-president of the American Medical Association says, "the time has come when the medical profession of the United States is compelled to unionize to protect its own interests and those of the public."

Scores of the younger clerks and office boys have gone into the factory.

The Presbyterian Synod reported a great shortage of ministers, and a greater shortage coming. Other denominations report the same thing.

There is a shortage of competent

THE INDUSTRIAL CHEMIST.

He is a scientific counsellor to business men—one who analyzes the offal of a factory with test-tube and retort and determines whether or not it has industrial possibilities. He prospects scrap heaps as a gold-miner prospects an Alaskan alluvial deposit. He teaches the business man that the dump-heap is a mine—that in the lexicon of manufacturing there should be no such word as waste. "Wealth in Waste" is the motto emblazoned over the portals of his laboratory.—*Waldemar Kaempffert*

managers, i.e. sales managers, production managers, advertising managers, and other executive ability on the job.

Law, Medicine, Dentistry—all indicate the same conditions.

Labor answers, "Good, if we get some of these parasitic classes back into production we can then get production volume back to the right basis, and do it with less work. We can make some of these fellows produce their own 'keep'."

I am not going to discuss Labor's answer, which has a modicum of truth.

Nor am I going to draw more than passing attention to the failure of Capital to use its machine production for the good of the public, a failure to which Labor's answer has been, "Sabotage for sabotage. We will slack in our time and skill if you slack with your machinery."

This condition has been the root of the whole bad condition, as my old friend H. L. Gantt used to bring out in his wonderfully virile and stimulating way in our talks together as we commuted between Montclair and New York.

Let us turn to another developing phase of this matter.

* * *

Most of those who have followed these studies of management problems in "The Lewis Bulletins" have in mind my four-legged support of Industry: Capital, Labor, Management and Society.

I shall not restate the analysis of this substitution for the classic analysis of Adam Smith, endorsed by Carnegie, viz: Land, Labor and Capital.

That served for a non-technical era. It has been outgrown. New functions, new requirements, new forces have been born to meet new conditions.

A new set of workers has been created by the complexity of the modern industrial problem, i.e. the Managers.

These are in a growing proportion of cases men of long, hard, expensive training, working for other men either owners themselves, or in the position of representing the owners of a business who frequently know nothing of the actual working of their business.

These managers bear the burdens of operation, while applying policies often formulated by others, i.e., Boards of Directors, or Executive Committees. In a large number of cases these Boards are made up of men who "do not bother about detail."

They represent a class, now numbering millions in this country, i.e. stockholders, bondholders, etc. who are entirely ignorant of the property, its product, its personnel, which they own. I recall an occasion when I was general manager for a company whose Executive Committee had never been in the plant, and could not tell all that the Company produced. Their managers were all hired men. The Executive Committee relied on reports, financial statements, balance sheets, to guide their decisions.

As Walker C. White, of the White Truck (Cleveland) recently said: "No one can run a business from a distance. The place for the manager is at the plant, not out on yachts, in Florida, or at the seashore. When you are on the job you can quickly find out how things are running. If there are difficulties, don't run away. Face them, see the other fellow's point of view, and settle them on the basis of the square deal."

This is not an unusual condition. Undoubtedly absentee-ownership makes for much industrial devilry, but I cite it here as giving point to an entirely different thought, i.e., the dependence of the capital, investing, owner class on this new economic factor, the Manager class, for the profits on which Capital lives.

* * *

The last class division is not distinct, but there are signs that it is becoming class conscious in the sense of that senseless term—Society, by which is meant that remainder of the family which is affected as a consumer of production in any struggle between the other three. Self evidently the classes shift and change in personnel. The baker is profoundly proletarian or labor conscious, when he wants *his* wages raised, but when he becomes a bakeshop profiteer and wants to build a brick oven, and has to pay $15 a day to bricklayers who will lay but 700 bricks instead of 1,300 he used to lay, or the 3,000 he could lay, then he becomes Society.

* * *

But let us return to our Management class.

Where are *they* getting in this light between non-resident owners representing Capital, and the ever-present wage-raising experts employed by Labor?

They are getting restless, disgruntled, and in debt.

Let us look at the facts without fear or favor. Where are the developments taking us? The other day the cable under a Paris date line said that the "French intellectual workers had formed a federation similar to the Conseil Generale du Travail (General Labor Council). The initial movement was fathered by artists, authors, newspaper men, professors, lawyers and physicians. The declared object was "to protect their interests generally."

The Middle Class Union (salary workers) is developing in England, Germany and United States. A recent charter was granted in Brooklyn to men who represent the "host of refined, intelligent, but unorganized individuals who are neither labor unionists, politicians nor capitalists. The members of labor unions receive large incomes. Capitalists are reaping huge profits, but the middle class suffers in silence. Its wages have only been slightly increased; nothing in comparison to the increase of the cost of living."

No one will successfully contradict the last sentence of the foregoing paragraph.

A prominent engineer whom I do

The Globe

raised its subscription rates on March 1st. They are the highest in Toronto.

The Globe's circulation—which does not comprise a single reader attracted by a premium, contest or other scheme—is greater by many thousands daily than that of any other morning paper in Canada. In fact, no Canadian morning paper which has not resorted to premiums or contests in securing its subscribers has ever attained one half The Globe's present circulation.

An increase in advertising rates is now announced. New rate cards may be obtained from the publishers.

New business will be accepted at the present rates up to June 30th, 1920.

Old contracts which expire, AS TO TIME, before July 1st, will be renewed for twelve months at present rate, ***provided renewal is received by July 1st.***

Contracts which expire AS TO TIME, after July 1st; contracts which expire before July 1st but are not renewed till after July 1st; and new business received after July 1st, can be accepted only at the new rates now announced.

All contracts, new or renewal, are accepted subject to the use of space within two months of date of contract.

The contract price for newsprint at Canadian mills was $69 a ton in December, 1919. It has been $80 a ton since January 1st. It will be not less than $100 a ton on July 1st, and likely $120 a ton on October 1st.

This increase in Globe advertising rates is necessary in order to maintain the past and present prestige of The Globe and thus fully guard the value of the franchise which Globe advertisers possess. We are sure, therefore, that coupled with the increase in subscription rates, it will not be unwelcome to our advertising customers.

W. G. JAFFRAY
President

The Globe
TORONTO
Member Audit Bureau of Circulations

WM. FINDLAY
Bus. Mgr.

BRANCH ADVERTISING OFFICES

UNITED STATES
Verree & Conklin, Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.

CANADA
EASTERN OFFICE
303 McGill Bldg., Montreal, Que.,
J. R. Hamilton, Mgr.
WESTERN ONTARIO OFFICE
22 Main St. E., Hamilton,
J. P. McBride, Mgr.

GREAT BRITAIN
T. R. Clougher,
Royal Colonial Chambers,
17 Craven St.,
London, W. C.

not feel free to identify recently said:

"Suppose that to-morrow all the managers, i.e. the technical experts, the administrative experts, the accountants, sales managers, advertising managers, purchasing agents, production managers, should say, "We quit to-day unless we are given a free hand and adequate pay"—say they should do so in the food industry—or the railroads, or the machinery field—in other words, suppose the salaried, trained, technical brains would lay down on the job. Don't you suppose Labor, Capital and Society would then realize what part Management plays in our modern life?"

I'll make that question my own. Would they?

Now let me ask another question. Do you think you can get Capital and Society and Labor to recognize the possibility—without the application of the force of any organization of Managers?

Strange to say, and yet not so strange, Labor seems to be making a distinct play for the Management class.

Labor recognizes it cannot go far without trained technical and administrative workers. The recent report of the Rock Island Arsenal employees shows that.

The Federation of Labor is making a bid for teachers, and recently many draftsmen and associate engineers have joined. Why?

The fruits of collective bargaining.

Heretofore the managers have been distinctly in the pay of the Owner-Investor-Capitalist. The manager has looked at problems of production through the eyes of his employer. He has not thought much about the economics of the situation. He has had a high sense of duty to the man who paid him. It has been a part of his professional ethics "to give conscientious service to the limit of his ability." He has become conscious, in recent years, of a new obligation, "to keep the faith with the community, that he will undertake no service inconsistent with the public welfare; and that in service consistent with the public welfare, but in which the interests of groups appear to come in conflict, he will judge carefully and sympathetically the claims of rival interests, and attempt to establish that unity of purpose which promotes public welfare" (The Taylor Society, "A Management Engineer's Creed").

He, too, is thus becoming conscious of a greater obligation, beyond that to his immediate superior, to the Social body which keeps him, his employer and his owners in business.

* * *

On one occasion I heard Justice Louis D. Brandeis, then a Boston Attorney, at a banquet say:

"The field of knowledge requisite to the most successful conduct of business has been greatly widened by the application to industry not only of chemical, mechanical, and electrical science, *but also the new science of management . . .*"

Then he went on to say, in seeking to give business a professional purpose: "Success must be sought in business in excellence of performance; and in business, excellence of performance manifests itself, among other things, in the advancing of methods and processes; in the improvement of products, in more perfect organization, eliminating friction as well as waste; in bettering the condition of the workingman, developing their faculties and promoting their happiness; and in the establishment of right relations with customer and with the community."

Who shall say that such ideals are best served by the manager on the job, with the desire of the job in his heart?

That these ideals are not the fatuous strivings of impractical dreamers is borne out in the fact that they are becoming realities in many plants and businesses where business is looked upon as a social service.

The Management class alone has the technique to make such ideals economically serviceable. Justice Brandeis recognized it as a necessity eight years ago.

* * *

Finally, therefore, as a new group, akin to the *entre preneur* of the French, has arisen in industry, known as the Management group.

As this new group is alike serviceable to Capital and Labor it becomes important to Society, as well as the other two, to know what this group will do in the developing crisis.

* * *

It seems self evident that Capital, as we have known it in the past, will be greatly modified in its autocratic control of industry.

Labor will have to modify its autocratic attitude, by force if necessary. The rapidly growing class consciousness of the Middle Class will give the needed punch. In Great Britain the Middle Class Union has already organized over 125 branches. Of 35,000,000 Labor and Middle Class votes, 25,000,000 are rated Middle Class.

As between Labor and Capital there are growing indications that Management will lean towards Labor as against autocratic Capital, as soon as Labor takes a constructive stand towards the problem of operation.

As between autocratic Labor and the Middle Class Union, with its greater social appeal, Management will go with the Middle Class, as in line with its ideals of social service.

Where goes Management there goes Production, because Labor without Management becomes a mob and a rabble. Lenine has been compelled to realize that. His employment of the Taylor system in State factories, his hiring of "production experts," his recent opening of a college in Moscow "for instruction in industrial management" all point to proletarian recognition of the importance of management.

Captal without Management becomes inept and profitless.

Management alone creates, then guides and controls to the final increase of the net.

* * *

In the present situation Management is in an ideal position to demand ample rewards for its services, and to require freedom to do the things which will bring about industrial peace and social plenty.

E. St. Elmo Lewis.

Analyze the career of any man who has achieved his own success, and you will find, when you have run him into a corner, that he has a pronounced quality of courage. Cowards never succeed. Any man who wins through to the high places has overcome critical periods, and the reason he is where he is, is because he had courage when the fellows around him didn't. Fortune may turn on the courage of a moment.—*Rhodes Colossus*

For Advertising Household Products

AUTOMOBILE Tires, Accessories, Men's Wear and Ladies' Toilet Articles—The Toronto Daily Star is incomparably the best paper in Ontario, rate for circulation considered.

For Financial advertising it ranks second only to the best Toronto morning paper.

The Toronto Daily Star ranks among the first four Canadian National newspapers. Of the remaining three, one is published in Montreal, one in Winnipeg and the other, a morning paper, in Toronto.

During the course of a year nearly every **experienced general advertiser** seeking Toronto and suburban business, uses space in The Toronto Daily Star.

The Toronto Daily Star not only provides advertisers with a most intensive—almost house to house—circulation in the better class residential districts of Toronto; it provides, also, a well distributed circulation in the surrounding suburbs such as, Thornhill, Richmond Hill, Aurora, Newmarket, Mimico, New Toronto, Port Credit, Oakville, Whitby, Oshawa, Bowmanville, Brampton, Weston, Woodville, York, Scarboro. The Toronto Daily Star is the recognized evening paper in these towns.

It covers Toronto and its suburban territory thoroughly—and it brings good results to its advertisers.

The Toronto Daily Star

Circulation 95,000 A.B.C.

Rate 15c. per line on 5,000 line contracts

CHAS. H. EDDY CO., United States Representative
New York Boston Chicago

Business Counsel One of the Oldest Professions

Sometime ago I printed a short chapter from the Bible which told of the work Moses did as a professional business counsel.

Recently a well known commercial newspaper, The Boston News Bureau, has drawn attention to certain professional directors, an eminently respectable form of business counselling, who have a tremendously large and important *clientelle* among large corporations.

These gentlemen will probably be surprised to be classed as business counsel, but as a matter of fact that is all they are. A moment's consideration will lead anyone to realize that Mr. Charles Francis Adams can't do more than counsel the 53 corporations of which he is a member of the board. Here is the list—very respectable and imposing list!

Charles Francis Adams, treasurer of Harvard College, still leads the list of "busy directors" in the city of Boston and vicinity, being on the boards of 52 corporations and institutions, says the newly issued Directory of Directors. Next to him comes Edwin S. Webster, of Stone & Webster, 40; John H. Storer, 40; Bowen Tufts, treasurer of C. D. Parker & Co. Inc., 43; Lester Leland, vice-president of the United States Rubber Co. 39; Robert F. Herrick, 38; Theodore N. Vail, president of the American Telephone & Telegraph Co. 34; Arthur Lyman, president of Merrimac Manufacturing Co. 35; Charles Hayden, of Hayden, Stone & Co., 35; Russell Robb, of Stone & Webster 32; William A. Gaston, chairman National Shawmut Bank, 35; President Forbes, State Street Trust Co. 33; Frank J. Hale, 30; Francis R. Hart, vice-chairman Old Colony Trust Co. 30; Philip Stockton, president Old Colony Trust Co. 30; Charles H. Tenney, president Charles H. Tenney Co., 30; Oliver Ames, vice-president, Oliver Ames & Sons Corporation, 30. Other directors in 20 or more corporations are:

Samuel Carr	28
Henry G. Bradlee	29
Henry B. Sawyer	29
James F. Bacon	29
Arthur E Childs	30
Edwin P. Hurd	29
T. Minot Weld	26
James L. Richards	23
Charles E. Cotting	25
Moses Williams	24
George P. Gardner	22
Edward C. Mason	23
Chauncey D. Parker	26
Galen L. Stone	28
Louis K. Liggett	24
Moses Williams, Jr.	23
George F. Howland	23
Horace P. Wood	29
Charles F. Ayer	24
Charles R. Adams	26
Robert Winsor	23
Augustus P. Loring	20
Philip Dexter	22
Andrew W. Preston	23
Henry L. Higginson	22
George Wigglesworth	21
Robert H. Gardiner	21
Walter S. Glidden	20
Thomas Nelson Perkins	21
Richard M. Saltonstall	21
Theophilus King	20

A MAXIM FOR SALESMEN

"At the Marne I had been beaten, and I said to myself: 'I shall be beaten four or five days, if necessary; but I shall survive it'."

—*Marshal Foch*

* * *

Capital—Labor—Education

So long as the banking power refuses to study labor problems at first hand, and labor refuses to look economic law in the face, both forces are going to act like children in the face of problems peculiar to the other.

Good Rules for Business Men

Don't worry; don't overbuy; don't go security.

Keep a high vitality; keep insured; keep sober; keep cool.

Stick to chosen pursuits, but not to chosen methods.

Be content with small beginnings and develop them.

Be wary of dealings of unsuccessful men.

Be cautious, but when a bargain is made stick to it.

Keep down expenses, but don't be stingy.

Make friends, but not favorites.

Don't take new risks to retrieve old losses.

Make plans ahead, but don't make them in cast iron.

Don't tell what you are going to do until you have done it.

A Letter to Salesmen

One of the highest marks of intelligence is a co-operative spirit—working with some one—doing things by principle and policy rather than by personal likes and dislikes!

There are a few things that headquarters want you to do.

And they want them done "just so"—as you would likely want to see them done were you in the boss' place and he in yours.

You may slip now and then in getting in a report, or in properly explaining the details of certain matters—and perhaps you feel that such things, occasionally, should be overlooked—that no particular harm is done—that if the old boy higher up knew all the work you had to do, he wouldn't blame you for slipping up on these matters!

But, did you ever stop to think that he has more details than you?—that every time you slip on sending in a report, or omit explaining certain important details about a matter, you make just that much more work for him!

If reports and special information were not necessary, do you suppose that anyone would even think of putting it up to you to supply them? The boss does not like details any more than you do. But as long as you're in business, you can't get away from details. No business could exist without record of transactions. You are a personal representative of the house. If you do not make up the records, complete, of each transaction that you handle—who will? Nobody can guess them!

Don't let your personal likes or dislikes for routine stand in the way of your full, hearty, unqualified Co-operation!

Co-operation makes all organization possible.

Try not alone to give the co-operation that headquarters expect—but throw in some extra, unexpected co-operation for Good Measure.!

—Federal Motor Truck Co.

* * *

"Keep department records separately. Don't hide *costs* in '*general*' accounts. That's sure to hide losses, and a *loss* concealed is a *danger* ignored. Make each tub stand on its own bottom and you'll soon detect the leaky ones and weed 'em out. Don't *pro-rate* expenses over departments on a *volume* basis. Unless all your departments pay you the same per cent. of *net profit*, why should they bear the same per cent. of an *expense*?"—*Fast.*

THE BORDER CITIES

Ford, Walkerville, Windsor, Sandwich and Ojibway

All of Which Adjoin (Total Population 52,600)
Canada's Fastest Growing Industrial Centre

ARE——

the home of 198 factories including such huge concerns as the Ford Motor Company of Canada, Limited, General Motors of Canada and the Canadian Steel Corporations (Canadian Branch of United States Steel). There are thirty-seven national advertisers located in the Border Cities.

HAVE——

the distinction of being the highest wage centre in all of Eastern Canada. Wages in all lines averaging 10 to 30 per cent higher than in any other Eastern Canadian cities. This naturally results in a correspondingly increased purchasing power per individual.

The most rapidly developing industrial centre in all Canada (1919 building permits totaled $6,252,050) is served by ONLY ONE DAILY NEWSPAPER—

The Border Cities Star

Western Ontario's Leading Evening Newspaper
Windsor, Ontario

Under the Same Ownership and Management as
THE SASKATOON DAILY STAR
AND
THE REGINA DAILY POST

Member A.B.C. **15,520** Average Six Months to March 31st

The Star goes into 98 out of every 100 homes in these Border Cities. Ninety-five per cent. of its total circulation is confined within an average radius of 19 miles, giving an almost unequalled percentage of concentration. In the eighteen months under its present ownership The Star's paid circulation has increased 150 per cent; convincing evidence of the regard in which The Star is held locally. The Star was the first metropolitan daily in Ontario to advance its selling price to 3 cents. The Star is the only daily paper in Ontario that issues a four-page Colored Comic Supplement as part of a regular daily edition.

W. F. HERMAN, Proprietor

SPECIAL REPRESENTATIVES:

Chicago
W. H. STOCKWELL
People's Gas Bldg.

New York
CHAS. E. MILLER
225 Fifth Ave.

Toronto
F. W. THOMPSON
402 Lumsden Bldg.

"Business Management" Department — *Edited by E. St. Elmo Lewis*

THE JOLLYING G. M.

MR. Charles E. Carpenter, general manager, Houghton & Company, said in a talk to salesmen on the question of giving credit,—"Save me from the jollying G.M., the fellow who is long on glad words and short on salary advances. Little Willie wants his in a bunch."

I have been in contact with many sales managers in my time, I have met thousands of salesmen. I have studied the greatest distribut ng organizations in America—and I have never seen a sales manager yet who maintained a high average of selling efficiency, who failed to recognize the value of a good word. I believe that every sales manager will agree with Mr. Carpenter, that the real salesman wishes to be saved from the "jollying G.M."—from that kind of a manager who wears out the palm of his hand slapping fellows on the back, but who never gets cramps writing a raise. I believe that most salesmen object to the kind of a sales manager who grants a favor with a grouch, whose idea of leadership is a grouch, and whose tools are a hammer and a head. When such a man does raise their pay he does it as though he hated to do it and as if he did it only because he had to.

The main thing in handling salesmen, giving them an incentive to greater and more productive effort, is to make them realize that they will get everything they earn and an equally important thing is to have your system so perfected that every man will earn what you give him. The efficient sales organization has in its sales department a sales promotion department which will test territories and people for demand, prices, buying capacity, distribution facilities, and opportunities, just as the chemical laboratory is testing raw materials, processes, and developments for the factory, the auditing department tests the accounting methods, the valuation methods of the purchasing department and determines financial practice.

Don't say "the sales department is different." That is pillle. It is being done in sales departments every day. You will never have peace, contentment and low cost in your department until you do it.

The development of the sales promotion department is merely a projection of the same scientific attitude towards the sales problem as the installation of an auditing department, a chemical laboratory is a projection of the scientific mind into the problem of raw materials and the handling of the company's finances.

In the meantime cut out the glad hand, and the jolly as a substitute for the real leadership of incentives and rewards.

* * *

Even if 90 per cent. of publisher's advertising is a dreary waste of words, all ending in one thing—that there is only one paper being purchased by the people of the United States at the present time—every business man ought to read the Butterick advertising. I don't care if he ever advertises in Butterick's or not, (although he will probably find that he should, if he wants to reach the great home women of America)—in Butterick advertisements he is going to find out how to make a little space valuable, almost a lost art in American advertising. There are some real gems in the Butterick advertising and my good friend Latshaw hasn't paid me a cent to say so.

* * *

"Copy that tickles the boss generally itches the prospect."—*Pelletier.*

Marshall Field & Company and Sunday Advertising

During fifty odd years of business, Marshall Field & Co. never have advertised in Sunday newspapers. We have followed the rule that six days for labor and the seventh for rest was best for employer and employe.

We regard Sunday advertising as an unnecessary infraction of this very wholesome, many-century old, religious dictum, and we are glad to follow it.

We are said to have the most wonderful display windows in the world, covering four sides of a block. The cutains of these windows are lowered from Saturday night until Monday morning, though we have been urged by many people to allow this display to go forward on the Sabbath Day.

These decisions were made and have been carried out by the founders and owners of this institution, because they have always tried to govern their actions by their interpretation of the effect upon the public morale. As their example is followed by many merchants, they have striven to mold their policies along the highest ethical lines.

Marshall Field & Company feel that the fact that they do not commercialize Sunday makes for better citizenship.

JOHN G. SHEDD,
President.

WHAT A FIGHTING EDGE

How is your fighting edge?

You say a fighting edge is not necessary in times of peace? Yes, it is. In earlier centuries, when times were more turbulent, men cultivated a fighting edge so they could the more readily slit a fellow-being with a lance or sword. That was destruction. We need a fighting edge in these days for constructive enterprise.

If you intend to make the world give you that living it is supposed to owe you, you'll need the fighting edge. The world needs to be forced. It is exceedingly lazy about handing over the said living. If we are equally lazy in going after it, we'll starve.

The fighting edge will make us into expert salesmen or great merchants, or progressive manufacturers, or marvellous engineers, or in other callings put us well toward the front.

—*Old Scrapbook*

Covering Saskatchewan

You can cover the whole of Central and Northern Saskchewan with one advertising appropriation—by concentrating in

The Saskatoon Daily Star

SASKATCHEWAN'S GREATEST NEWSPAPER

CIRCULATION

OVER* 25,000 *DAILY

Member A.B.C.

THE Star claims a proud world's record. It has the largest circulation in the world of any daily newspaper published in a city of similar size to Saskatoon. This circulation is not only by far the greater in its fie'd but is by thousands the largest in the province.

As one evidence of our claim, 2,806 new and renewal subscriptions were received during the month of April, 1920.

This huge circulation covers over 50,000 square miles of very rich territory like one big blanket.

THE buying power of The Star's readers is second to none in North America. These people buy your best products in automobiles tractors, farm machinery, furniture, foodstuffs and wearing apparel and indulge in every luxury.

The Star is invariably the first and frequently the only choice of the advertiser who seeks to market his product in this rich territory.

If you hope to market your product to the immense buying power of Central and Northern Saskatchewan, you should use the greatest advertising medium in this field.

Proof of the steadily increasing popularity of The Star as an advertising medium is the fact that in its fiscal year ending February 28th, 1920, it carried

An Increase of 1,335,352 Agate Lines

OVER THE PREVIOUS YEAR

The increase in foreign lineage alone was 671,394 agate lines. Local display increased 599,917 agate lines and classified increased 64,041 agate lines.

Rates and information obtainable from any reliable agency in Canada or the United States, from any of our special representatives or from our home office

Under the same ownership as

The Regina Daily Post, Regina, Sask. *and* The Border Cities Star, Windsor, Ont.

W. F. HERMAN, *Proprietor*

SPECIAL REPRESENTATIVES:

F. W THOMPSON
402 Lumsden Bldg.
TORONTO

W. H. STOCKWELL
People's Gas Bldg.
CHICAGO

CHARLES E. MILLER
225 Fifth Avenue
NEW YORK

An Analysis of the Jobber's Work and Function

IN determining what shall be done relative to handling through jobbers and wholesalers it is important for the manufacturer to realize what the jobber and wholesaler is really doing. The jobber in the West is more *creative* than the jobber in the East. The wholesaler and jobber, if rightly handled, is the door of distribution—and it is only where he deliberately commits suicide that he is eliminated. The important things for the manufacturer to study are incorporated in the following outline contributed by a keen observer to a recent report of the N.A.C.S. which contains a nucleus of the principles on which the jobber operates, and formulates the things by which he should be tested in the mind of the manufacturer.

"The Nature of the Jobber's Work.

(Note.—(1) To show the student the service rendered by the jobber whose activities are only vaguely known to the average individual; (2) to show that his work is productive and worth the money paid for it).

1. The jobber of manufactured goods.
2. "Jobbing lines"
3. Jobbing commissions
4. The jobber as a specialist in marketing.
   (*a*) Provides selling organization.
   (*b*) Close touch with market activities.
   (*c*) Carries many selling appeals to retailers.
   (*d*) Divides cost of selling over many lines.
5. Handles credits of retailers.
   (*a*) Provides expert advice on credit lines.
   (*b*) Removes bookkeeping expense for manufacturer.
6. Storage service near points of distribution to retailers.
   (*a*) Warehouse expenses.
   (*b*) Shipping charges.
   (*c*) "Drop shipments."
7. Jobber's Service to Retailers.
   (*a*) Adviser of purchaser.
   (*b*) Supplements retailer's storage space.
   (*c*) Helps him restock without expensive system of records.
   (*d*) Saves time by reducing number of selling interviews.
   (*e*) Helps retailer to keep stock well balanced, etc.
   (*f*) Extends credit facilities.
   (*g*) Where jobber's service is not needed.
8. The Jobber's Status.
   (*a*) Problems of elimination.
   (*b*) Growing purchasing power of retailers.
   (*c*) Minimum prices and quantity buying.
   (*d*) Buying association.
   (*e*) Manufacturer salesmen increasing.
   (*f*) Jobbers drop lines not profitable to them.
   (*g*) Retailers studying sources of supply.
   (*h*) Retailers antagonized by jobbers selling consumers.
   (*i*) Increase in products offered for jobber's consideration.
   (*j*) Price cutting jobbers and manufacturers' good-will.
   (*k*) The manufacturing jobber.
9. Growth of exclusive agencies.
   (*a*) Nature of goods thus sold.
   (*b*) Close touch with dealers by manufacturers.
10. Selling complete lines by the manufacturers.
11. Opposition by jobbers to national advertising.
12. Some commodities must go direct.
13. Distribution costs lessened by density of population.
14. The problem of the private brand.
   (*a*) Jobbers become manufacturer's competitors.
   (*b*) Jobbers become retailer's competitors.
   (*c*) Trade-marked goods vs. private brands.
   (*d*) Jobber's control of market by own brands.
   (*e*) Arguments against private brands.
15. Should all goods bear manufacturers' names.
16. Ethical standards and private brands.
17. Substitutes for the Jobber.
   (*a*) Retail buying exchange.
   (*b*) Co-operative wholesale houses.
   (*c*) Co-operative retail chains.
   (*d*) Weakness of retail co-operation."

* * *

Conceit

We continually boast about our having invented the aeroplane, chemical dyes, the submarine, etc. That is tiresome twaddle. The war demonstrated we didn't have sense enough to use them—another result of Democracy, where Brains discovers and Ignorance ignores. Have we learned anything? The victory goes to the nation which applies, not alone discovers, new things. Have we learned?

The Place of Theory in Life and Practical Affairs

"Therefore theory, which gives to facts their value and significance, is often very useful, even if it is partially false, for it throws light on phenomena which no one observed, it forces an examination, from many angles, of facts which no one had hitherto studied, and gives the impulse for more extended and more productive research. It is, therefore, a moral duty for the man of science to run the risk of error and of criticism, in order that science may continue to progress. A writer had attacked the author for this very severely, saying, "Here is a fine scientific idea but very limited and very faulty!" Those who are endowed with a mind sufficiently serious and impersonal to believe that all that they write is the expression of truth absolute and eternal, approve of this theory which places the aim of science well above the miserable vanity and paltry 'amour propre' of the scientist."
Guglielmo Ferrero—Les Psychologiques du Symbolisme.

Clumsy Misrepresentation of the Vancouver Newspaper Situation

AN astounding advertisement in The *Globe* of April 17 purported to analyze the Vancouver newspaper situation for Eastern advertisers.

It suggested the substitution in advertising campaigns in Vancouver— of the *Sun* morning paper, for the Vancouver *World*, and cited the alleged advertising lineage in the *World* and in the *Sun* in February in the attempt to prove that the *Sun* is now a "Strong" paper.

It stated that finding two morning papers could not serve the advertiser as well as one—the *Sun* had bought out its morning contemporary, and this unique advertisement then went on to assert that there was no occasion for the existence of two evening papers in Vancouver.

The whole statement is not only a clumsy dissortion of the facts, but, as the French say, "it is to laugh" at the self-constituted Friend, Councillor and Guide to poor benighted, uninformed Advertisers and Advertising Agents in the East, in the face of the judgment of Vancouver's business and advertising community, who put their advertising appropriations into the *World* for the simple and obvious reason that the *World* is the result-getting medium for them.

Here Are the Facts

But, just by the way, it ought to be mentioned that the whole announcement was framed to create the false impression that it is a joint advertisement of the *Sun* and *Province* by the simple expedient of concluding with displaying in large type the names of the two papers.

However, the *Province* management have refused to be bracketed with the *Sun* in seeking advertising, and have issued a written statement—that they not only had nothing to do with the advertisement in question, but *disclaiming all responsibility for its contents.*

Furthermore, before discussing the facts, it may be mentioned that the circumstances attending the purchase of the *News Advertiser* by the *Sun* are well known in Vancouver. They had not the remotest connection with the welfare of the Advertiser or the Community.

The subject is not one to which the *Sun* invites attention in British Columbia.

Since that amalgamation, methods of which the *Sun's* advertisement in question is typical, have become unpleasantly familiar to the Vancouver public.

National advertisers, Agencies and the Public may, from the foregoing, judge the extraordinary methods being employed to camouflage the facts and misrepresent the real Newspaper situation in Vancouver.

The "SUN" is playing a lone hand—without even the approval of the other evening paper—and is playing against these facts.

The "WORLD" and the "PROVINCE" are afternoon papers, issuing every lawful day—namely, six days a week. They carry the great bulk of the advertising. Indeed, in the first three months of this year, the "WORLD" carried almost half a million agate lines more than the Daily Morning Paper. A mere comparison of the two papers will quickly show that the "SUN'S" morning daily advertising is negligible.

Perhaps a simple and natural explanation of the "SUN'S" disapproval of the "WORLD'S" existence is found in this larger patronage which the latter enjoys over its morning contemporary.

The "WORLD," just completing its fifth year under present ownership, has every year made enormous strides over each preceding twelve months.

It publishes MORE Departmental Store advertising than any other British Columbia newspaper. During the last three months it carried nineteen per cent. MORE of this advertising than any other Vancouver paper, and seventy-seven per cent. MORE than its Daily Morning competitor———

The "WORLD'S" Automobile advertising last week showed an INCREASE of twenty-seven per cent. over the same week last year, and its Amusement advertising an increase of two hundred and thirty-seven per cent.

Because Vancouver time is over three hours behind Toronto and New York, and eight hours later than London, it is naturally an Evening Newspaper City. That tradition has grown yearly through the superiority of the evening newspapers in news excellence, and advertising support.

THE MORNING DAILY IS HOPELESSLY OUTCLASSED
IN ALL THESE DIRECTIONS BY THE EVENING PRESS.

The Daily *World's* business has been obtained through honest service and proven results. Every person in Vancouver takes an evening paper, and practically every merchant advertises in one or both. There is less than five per cent. duplication in the *World's* circulation and that of its contemporary, while a census shows that thirty-five per cent. of the *World's* readers take the *World* only.

National advertisers may well follow the practice of the biggest Vancouver merchants, and allot their major appropriations in Vancouver to

Vancouver's Popular Evening Paper

THE DAILY WORLD

J. B. Rathbone, Eastern Canada Repsesentative, 95 King Street East, Toronto

GRAIN GROWERS' GUIDE

Orga Farm Asso

The only Farm Papers in their fi

THE GRAIN GROWERS' GUIDE

Covers Manitoba, Saskatchewan and Alberta

Canada's Leading Farm Paper

Surpassed all farm Papers for year 1919.

Carried over a million lines of paid advertising—284,382 agate lines more than nearest competitor.

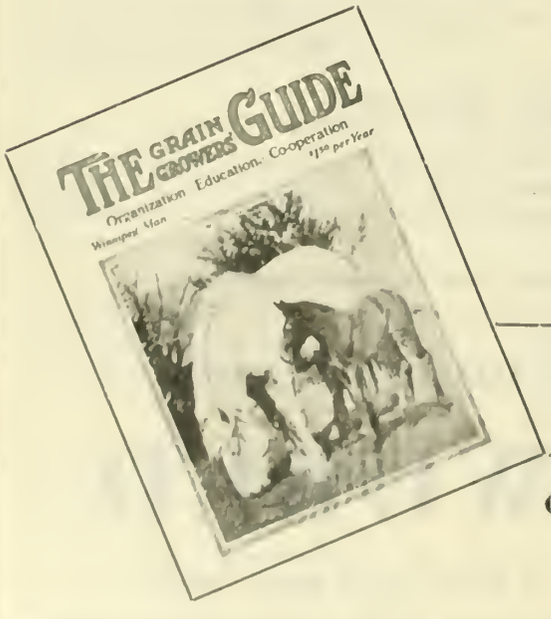
Carried 79% more classified advertising than the other Western Farm Papers Combined.

Out of 15 classifications published in May issue of "Marketing" The GRAIN GROWERS' GUIDE took 11 first, 2 second, and 2 third places in Western Canada; in all Canada The Guide took 8 firsts, 2 seconds and 2 thirds

The GRAIN GROWERS' GUIDE had a long lead over other Western Canada papers carrying

FARMERS' OWN ADVERTISING

	Livestock	Classified
The Grain Growers' Guide	80,252	51,590
2nd Paper	65,051	18,103
3rd Paper.	55,051	9,766
4th Paper.	65,705	6,400



NET PAID CIRCULATION

for issue of May 12th, 1920 was 75,463 distributed as follows:

Manitoba	Saskatchewan	Alberta	Sundry
19,465	34,640	19,831	15,022

The **Only Papers Owned** by the G

OFFICES AT—290 Vaughan St. WINNIPEG

53 Yonge St. TORONTO

UNITED FARMERS' GUIDE

ed by Organized Farmers

THE UNITED FARMERS' GUIDE

Covers Nova Scotia, New Brunswick and Prince Edward Island

Unique in Eastern Canada

Exceeded its guaranteed paid circulation by 40% with the first issue.

Heavy circulation demand merited new rate card before the first issue was published.

Popular demand for the "GUIDE" among the Eastern Farmers means high advertising value.

Because the "GUIDE" is the only paper in its field owned by the Organized Farmers its columns will get the most favorable consideration for your goods.

NET PAID CIRCULATION

for issue May 12th, 1920 was 15,656 distributed as follows:—

P. E. I.	N. S.	N. B.	Sundry
3,590	7,227	4,685	154

ganized Farmers in their Fields

MONCTON
New Brunswick

1478 Broadway
NEW YORK

Marketing and Business Management

MONTHLY MAGAZINE OF CANADIAN BUSINESS

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 25 cents.
ADVERTISING RATES, 15c. an agate line per insertion. Special contract discounts on application. Forms close 15th of the month preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XIV, No. 6 JUNE, 1920

MARKETING Twice a Month

Beginning next month (July) there will be two issues of MARKETING each month, one reaching subscribers about the 1st of the month, another on the 15th. This will mean increased service to subscribers which we are assured will be appreciated.

The subscription price, as announced last month, will be $2.50 a year to addresses in Canada, the United States and the British Empire; to other countries, $3.00 a year, single copies 20 cents. New subscriptions and renewals received before July 1st will be entered at present rates.

* * *

Why Secrecy?

During recent months the Association of Canadian Advertisers has been urging the general adoption of a standard form of advertising rate card, so that each publisher's terms would be clearly and fully stated in a uniform arrangement. A similar form of rate card has been advocated by American advertisers and agencies, and this general agreement as to what was wanted has commended the idea to publishers, so that nearly all Canadian publications of importance have now adopted it.

But some of our Canadian advertising agents apparently do not welcome this interest among advertisers in finding out all they can about each publisher's rates and terms. They are objecting to publishers disclosing to advertisers the amount of commission allowed to agencies, and are urging publishers to omit this information from their rate cards.

The agents find, too, that some advertisers who pay their bills promptly are asking that they be given the benefit of the cash discount generally allowed by publishers. So it is being urged that mention of any cash discount should also be omitted from rate cards; that it be made part of the commission, but be allowed only for prompt payment by the agent.

In other words, the publisher who allows an agent's commission of 15% and a cash discount of 2% is asked to make it a straight commission of 17% for payment by a certain date, or 15% if paid thereafter. Having brought this about, it will be argued, no doubt, that publishers no longer allow a cash discount.

As such requests are reaching publishers from different agents it would appear that there is more or less general agreement among the Canadian agencies that advertisers should be prevented from finding out too much about the terms on which their business is being placed.

Why the secrecy? If it is likely to prove of any advantage to advertisers to keep them in ignorance of the terms agents enjoy—or if it is an advantage to the agents without proving of any disadvantage to advertisers—perhaps some of the agents who are urging this reform will be kind enough to explain it for the benefit of our readers.

Until recently we were under the impression that Canadian advertising agents were anxious to correct irregularities in advertising practice; that they were desirous of abolishing all secret and confidential rates and commissions. It has been reported at different times that the Canadian advertising agents association was endeavoring to agree upon clearly-defined and highly ethical standards of practice which would remedy these and other abuses in the best interests of the business.

Of late, however, we have been hearing of recommendations following conferences between various Canadian agencies, which are not at all in accord with this belief. Suggestions to the publishers' organizations seeking to make it impossible for new agencies to establish themselves; concerted efforts to squeeze bigger commissions out of publishers, involving understandings which favor publishers allowing the larger commissions; failure to adopt strong measures to eliminate commission-splitting and other irregularities; and now this apparently concerted effort to cloud the buying of advertising with more secrecy—not to mention the spinal weakness of many agents in connection with such iniquitous proposals as that of Murray's—all show a deplorable tendency in the wrong direction.

There is undeniably an effort on foot to establish an "agency trust" calculated to be strong enough to force higher commissions from publishers, prevent newcomers establishing themselves, with the connivance of a clique of publishers, and trim the fat off the service rendered advertisers. If these agents are so arrogant as so think they can get away with any scheme of this nature, there is a rude awakening in store for them.

The agents are not adding to their prestige nor advancing their best interests, by any such crafty scheming to promote their private advantage in secret. It is inconsistent, to say the least, that advocates of publicity should strive to promote their business under cover of secret arrangements and understandings. It aggravates the suspicion that making advertising pay the advertiser has become a secondary consideration with some of them—and that they are willing to spend appropriations any way or anywhere so long as they squeeze all possible profit out of them.

Meantime all agencies are under suspicion of

being involved in these shady deals until they declare themselves to the contrary. If the agents as a body are unable to agree on complete and clearly-defined "standards of practice" by which they can be judged, certainly there is nothing to prevent individual agents arriving at "standards" for themselves. Who will take the lead?

MARKETING will have more to say about these matters, and invites information and expressions of opinion from its readers in this connection.

❦ ❦ ❦

The man who won't advertise because he "tried the paper once and got no results" may be likened to the salesman who wiped the prospects off his calling list after he'd called once and failed to get an order.

❦ ❦ ❦

The Boycott Rebound

Press despatches which are evidently inspired by manufacturing interests report that manufacturers are complaining at the "unfairness" of the *Grain Growers' Guide's* attempt to rally the support of its readers to its advertisers. It is pointed out that the *Guide* is doing the very thing it is objecting to. Of course it is. That is the way of warfare, and many who are innocent of harmful intentions suffer with the guilty.

When the manufacturers, under Murray's leadership, declared war on unfriendly publications they may have expected that the publishers would take a licking lying down. But they have poor ground for objection if a publisher fights back with similar, though probably more powerful, weapons.

It is no new thing for a publication to urge its readers to support its advertisers. There is an especially valid reason for the *Grain Growers' Guide* doing this, particularly at the present time. If it seems objectionable to non-advertisers in the *Guide*, it is because Murray's scheme has given significance to the absence of some advertisers from the *Guide's* columns. It is Murray's campaign which has supported the assumption that manufacturers who do not advertise in the *Guide* are antagonistic to the interests of *Guide* readers. It is Murray who has put the punch in the *Guide's* anti-boycott campaign and those who fear the effects of it should register their protests accordingly

At this writing the C.M.A. has still failed to declare its disapproval of Murray's attempt to prostitute the press and has thus assumed a large share of the responsibility for its continuance. Though not technically identified with the association it is recognized that C.M.A. officials could quickly choke it if they chose. Apparently the purpose is to let it die a natural death. But the manufacturers would show more enlightened consideration for their best interests if they would kill it outright.

❦ ❦ ❦

Why Not Stop the Waste?

Publishers are up against it. They don't know where they are going to get all the paper they need. Nor how much they'll have to pay for what they get. Nor how long they'll be able to pay the price demanded.

Meantime little consideration seems to be given the possibility of cutting down their requirements. By continuing to maintain ridiculously low advertising rates, particularly for retail advertising, they encourage inexcusable waste of space by advertisers. We find them carrying half-page and page advertisements which are a veritable hodge-podge of screaming type, which would be far more effectively displayed in half the space. This makes it more difficult for advertisers who use a reasonable amount of space to get a fair show.

Higher rates would undoubtedly discourage such wasteful use of newspaper space, and enable all advertisers to secure greater attention-value with advertisements of smaller size, which would thus be made *worth more*. Publishers depreciate the value of their space by maintaining rates so low as to invite competition in size of advertisements—each advertiser thinking it necessary to run bigger and bigger advertisements to insure getting any of the readers' attention. This in turn makes smaller advertisements worth less than would be the case if these large splashes were prohibited.

Publishers would be better off, in our opinion, and advertisers would get better value, if rates were doubled and any advertisement larger than a quarter-page prohibited. Even though it meant less volume or lineage, by as much as fifty per cent. the publisher's revenue would be the same, and his paper needs and publishing costs lessened. Does this not suggest a way out of the publishers' present difficulties?

The necessity for conserving print paper must be recognized. The craze for volume of advertising, stimulated by low rates, must be checked. More advertisers would doubtless be willing to run smaller advertisements, even at much higher rates, if these big blatant broadsides were prohibited. Smaller advertisements run more frequently would be an advantage to both advertisers and publishers. Is there not some publisher who will give this idea a trial before conditions force all publishers to it?

❦ ❦ ❦

Every salesman is an advertisement, good or bad, for the concern that employs him.

❦ ❦ ❦

Advertise Fair Prices

A favored explanation in "getting from under" charges of exorbitant prices is for the manufacturer to blame it on the "greediness" of the retailer or other middleman. We've been told of shoes sold to retailers at $4.50 to $6.00 selling to the public for $9.00 to $15.00, and whether the figures are right or not, it is commonly believed that both retailers and manufacturers have been taking advantage of conditions to exact exorbitant profits, in the shoe and clothing trades particularly. If these beliefs are not justified, and prices are, then it's time both manufacturers and retailers did something to prove it.

It does not relieve the manufacturer of responsibility for profiteering to show that HE is not getting the big profit, and accuse the retailer of being responsible. If the retailer is asking too big a price for goods of his make then it's up to him to decide what is a fair margin and tell the public what is a fair price for the shoes or clothes which his trade mark or trade name identifies.

This is not a new idea in advertising. It is behind the policy of nearly all advertisers of fixed-price goods. The manufacturer can gain the good-will of the public by preventing over-charging, just as he endeavors to protect fair-dealing retailers from price-cutting.

LONDON HOLDS "MADE-IN-CANADA" WEEK

London Advertising Club pulls off big advertising stunt for Canadian manufacturers. Manufacturers and retailers co-operate with club-members with splendid results

LONDON, ONT. held a rousing Made-in-Canada week (April 19 to 26) under the direction of the London Advertising Club, with Secretary T. H. Yull, President of Federal Advertising Agency, at the helm.

During this week the appearance of the commercial section of the city was transformed. The windows were ablaze with color—practically every retailer in the city having agreed to give up his windows during the week for a display of Canadian-made goods. Standard pennants, price tickets and display cards prepared by the Club were used in connection with these displays, the pennants being in the national colors, while display cards and price tickets were green and shaped like a maple leaf. Many of these displays were striking and original.

On Tuesday the greatest feature of the week—the big street parade—went off without a hitch, except for the intermittent showers prevailing. This parade was a huge success. It was over two miles long, and took nearly an hour to pass a given point. First prizes of silver cups for the best floats were awarded to Beatty Bros., Fergus, in the manufacturers' class; Smallman & Ingram, Ltd., London, in the retail merchants' class; Ford Motor Co., Ford, Ont., in the decorated "Made-in-Canada" class, and to the I.O.D.E. in the women's organization class. Many of these floats were exceedingly spectacular, and evoked the greatest interest.

Thursday night was set aside for a great street carnival, but the weather man, who apparently was out of sympathy with the movement in behalf of Canadian-made goods, wept promiscuously, and killed this part of the programme. The other part of the evening's amusement, the costume dance at the armouries, was held as planned, and it certainly was a "hum-dinger." Hundreds gathered in costume for a night of fun. The costumes were many and varied—and ludicrous. Club House Brand Catsup danced with Old Dutch Cleanser and quite frequently tried to bump Lawrason's Snow Flake Ammonia off the floor, being frustrated in this by Cornflakes, who in spite of the squareness of his make-up was able to draw his trusty sword in defence of his lady love. Other costumes descriptive of well-known Canadian products were Black Watch Chewing Tobacco, Perrin's Biscuits, Gastes Cigars, Miss "Maiden Canada," McCormick's Jersey Cream Sodas, Jeffress Olive Butter, Sweetheart Brand Peanut Butter, Jap Cigars, Mazola, O-Pee-Chee Chewing Gum, Mintees. A number of costumes portraying Canadian events and people were also in evidence.

Monday night, April 26th, was set for the final rally. Prof. J. N. Robertson of Toronto; F. W. Stewart of Montreal, vice-president of the Associated Advertising clubs of the World; Miss Storey and Miss G. E. Kennedy of the Woman's Century Magazine, together with local talent, told of the "Made-in-Canada" movement, its inception and what it means to Canada in general. They joined in asking the hundreds of men and women present to give Canadian manufacturers a fair chance. Mr. Stewart said: "Canada is great in industry as well as in agriculture. The goods produced in this land are not only as good, but superior to those of other countries. All Canadian manufacturers want is a fair chance, not a preference. But they do not want their own people to give foreign goods the preference." The winners of the questionnaire contest were announced at this meeting.

Much of the success of this unique effort was due to the careful preparations made in advance of the event. Every merchant in London was canvassed, the names of from five to ten manufacturers with whom he did business being thus secured. The support of these manufacturers was then solicited by letter, with a most gratifying response. Cheques by the dozen were received toward expenses, and in the absence of cheques articles to be used as prizes for the women of London who sent in the best answers to the questionnaire quoted below. Most of these articles were appropriate, and some were very valuable. Of course, in some cases, it took diplomacy of a very high order to hand out a man's overcoat or an automobile to a woman as a prize; but the club members were equal to the test.

The questionnaire for which the prizes were awarded in order of value was very intelligently answered by hundreds of women of the city and district who received it through the stores displaying "Made-in-Canada" goods during the week.
Here it is:—

Do you buy "Made-in-Canada" goods? (Say why).

Do you buy nationally-advertised goods? (Say why).

Do you read advertisements? (Say why).

Do you always find advertised goods readily in the stores?

Do you like to see pictures of advertised articles? (Say why).

Do you purchase much by mail? (Say why).

Have you greater confidence in advertised than in non-advertised lines? If so, why?

Why should you save Canadian money *now?*

Which is the best dressed window this week? (Say why).

Give five common complaints against store methods.

Name five things you like best about London stores.

As a result of this week's co-operative work, thousands of Londoners and other residents of Western Ontario have become convinced of the importance of giving the preference, whenever possible, to "Canadian-made" goods. By so doing they will benefit themselves, as well as Canada in general, because they have had ocular demonstration of the quality and variety of merchandise made by Canadian workmen with Canadian facilities.

The proceedings were "filmed" by several companies, and will be shown throughout the cities of Canada and the United States. It is altogether likely that other cities in Canada will follow London's lead, but the credit for initiating and so well carrying out this striking idea certainly belongs to Secretary Tom Yull, and the Club members who co-operated with him to such good advantage.

* * *

Sticking to what has been found good is, of course, advisable, but only until something better is discovered.

* * *

Most great business-builders are never entirely satisfied with their methods. They are urged on by discontent.

A Co-operative Agency

PRESENT MEMBERS
James Fisher
W. H. Bowman
E. W. Reynolds
W. M. Chisholm
J. W. G. Clark
Wm. Wright

IN organizing this agency we adopted the ***Co-operative*** principle, because we believed that it was the ***ideal*** principle on which to operate an advertising agency.

It is only logical to conclude that men who have an ***interest*** in an agency will give more painstaking, thorough and enthusiastic service to the agency's clients.

The ***co-operative*** feature of our business will also naturally attract the most ambitious and progressive men—men who are looking for a future and not merely for a job. Therefore, we will have a choice of good men to add to our organization as we grow.

When organizing this agency we had a vision of the future, as well as a practical eye on the present. We laid foundations on which to build a permanent success.

We are sure there are a number of manufacturers and financial institutions that would find our agency and advertising service ideal for their business.

"SERVICE WITH SINCERITY"

The James Fisher Company Limited
ADVERTISING
386 Yonge Street, Toronto

Intensive Advertising in Western Ontario, Manitoba, Alberta and Saskatchewan

The vast majority of recognized advertising authorities admit that intensive advertising brings the best results.

The most direct and most economical way to do intensive advertising in about 240 towns in Western Ontario, Manitoba Saskatchewan and Alberta is through—

The Winnipeg Newspaper Union List

An advertisement in our 240 local weekly papers is intensive advertising in 240 towns. Intensive advertising in these towns and their surroundings through other mediums is impossible. It can only be done through the local weekly papers and only one cut or one set-up of copy is required for our entire list, which comprises ninety per cent. of the leading local weekly newspapers published in Western Ontario, Manitoba, Alberta and Saskatchewan. The readers of these journals in these 240 towns and their surroundings will ask for your goods if they see them advertised. The local merchant will carry them in stock if he is asked for them. Create the demand and the dealer will do the rest.

The Winnipeg Newspaper Union List

(Toronto Type Foundry Co., Limited, Proprietors)

Head Office - - - - - - - Toronto
Branches - - - - Winnipeg and Regina

Overheard in a street car—

"Sam, there have been several articles on questions of religious belief in recent issues of CANADIAN COURIER. They are so sincere, so sane and so free from dogmatism, that I am going to send them around for you to read, as I know your interest in such topics." "Thanks, Jim, I'll be glad to get them as they are back issues. I subscribed to the COURIER this week on the recommendation of another friend."

—These men were in their fifties, and apparently prosperous business or professional men. In both direct and roundabout ways are daily evidences reaching us of ever-increasing reader interest in the COURIER—a great and vital influence in Canadian life.

Beginning with July 1st issue, The Courier will be issued on the 1st and 15th of each month

CANADIAN
COURIER

Membership A.B.C. from the beginning

181 Simcoe St. - - TORONTO

The many friends of W. G. Steward, Advertising Manager of The Goodyear Tire and Rubber Co. Ltd., were glad to see him at the office again recently after a fortnight's illness.

❦ ❦ ❦

An Industrial Congress on a very comprehensive scale will be held in various centres in the West early in June. Plans are now complete, and an itinerary taking in Medicine Hat, where the Congress assembles, and continuing to Lethbridge, Calgary, Edmonton, Vancouver and Victoria, has been arranged. The Industrial Development Associations of Alberta and British Columbia are behind the move, the general manager being Brig. Gen. H. F. McDonald, D.S.O. The Canadian Manufacturers' Association will hold their annual meeting in the West immediately after this Congress is finished, a great many of their members planning to attend the Congress.

❦ ❦ ❦

H. K. McCann & Co., Limited, advertising agents, have been, for some time past, holding a very interesting and instructive series of evening meetings, one each week, at which topics dealing with the mechanics and practice of advertising have been dealt with by specialists in each line, followed by general discussion. At each meeting quite a number of outsiders have been present, and have found the time thus spent very profitable.

❦ ❦ ❦

The St. John, N.B., Telegraph and Times-Star are among the Canadian dailies which have refused the advertisements of the Hearst magazines.

❦ ❦ ❦

A series of advertisements signed by the Ontario Association of Architects is appearing in Toronto dailies, featuring the desirability of securing the services of that profession when considering erecting any building. Time was when such advertising would have been considered unprofessional in the extreme. Who knows but that the doctors will be the next on the list to adopt the modern way of selling their services?

❦ ❦ ❦

Trade journal advertisers realize that they are getting contact with store owners—but how many appreciate the circulation to retail store salesmen that is also assured in this way?

Many a manufacturer who feels that his products are not being properly presented to the public, and that the salespeople in the stores are not enthused over his line, is missing an opportunity in not taking advantage of trade paper space to obtain the co-operation of the "boys on the floor."

❦ ❦ ❦

In selling and in advertising we are dealing with the human element, an inconstant factor. Thus the necessity for constant adaptation to ever-changing conditions.

❦ ❦ ❦

One of the greatest mistakes an advertiser can make is in permitting himself to be persuaded that he must continually be having new copy and new layouts.

1866 1920

THE FARMER'S ADVOCATE AND HOME MAGAZINE

PERSEVERE AND SUCCEED — FOUNDED 1866

PUBLISHED EVERY THURSDAY
$1.50 PER YEAR IN ADVANCE

THE BEST ADVERTISING MEDIUM IN CANADA

LONDON, CANADA

Truth About Circulations

National Advertisers Require More Light Regarding Publications

THE A.B.C. statements make no distinction between a subscriber who pays the full subscription price, and the one who pays only a small percentage of it. No stronger recommendation as to quality of circulation can be given than the fact that the subscriber is willing to pay, and does pay, the full subscription price.

The subscription price of the ***Farmer's Advocate and Home Magazine*** is $1.50 per annum; and the actual cash received by us from our total subscription list, for the past eight years, has averaged $1.33 per year for each subscriber, after allowing all commissions. Advertising representatives of shrewd business firms, and their advertising agencies, should insist upon receiving the following circulation facts about the publications they patronize:—

1. **The net paid circulation of the publication.**
2. **Number of new subscriptions put on each year.**
3. **Number of renewals each year.**
4. **Number of stops each year.**
5. **Total cash received each year by the publisher from the subscription department.**
6. **Where the publication is circulated? Whether in cities, towns, villages, or on rural mail routes.**

With the above questions honestly answered, the firms which spend money will have information as to whether the paper is subscribed for on its merits, or is forced on the public by strong-arm canvassers.

The A.B.C. are supposed to have most of this information, and firms who are spending large amounts of money in advertising are entitled to it, and should insist upon their space-buyers, or the agencies entrusted with their business, getting these vital facts, and placing their advertising accordingly.

Send for sample copy and rate card

The William Weld Company, Limited
PUBLISHERS LONDON, CANADA

The Farmer's Advocate and Home Magazine

(Member of A.B.C. since its organization)

Canadian Farm
MARKET ISSUE
Holiday Lull at Union Stock Yards
Receipts Light in Every Department
Canadian Farm
AN AGRICULTURAL JOURNAL FOR THE DOMINION
Canadian Live Stock Win High Honors at the International

Twice a week Service

Over 30,000 progressive stock farmers—most of them in Ontario—look forward with interest each week to the arrival of CANADIAN FARM. They value the timely articles on pertinent topics which appear in the mid-week edition; they certainly appreciate the latest market figure, sverified right down to the minute the market issue of CANADIAN FARM is sent to press each week—figures that mean many dollars in their pockets each year—and they do not hesitate to say so, as the many letters on our files go to show.

Are you using adequate space in CANADIAN FARM to reach this great buying market?

Advertising Rate—18c. per Line
Sold on a Guaranteed Circulation Basis

Canadian Farm

Member A.B.C.

181 SIMCOE ST. : TORONTO

British Managers Not So Bad

The Editor, MARKETING.

In your May issue your London correspondent, Mr. John C. Kirkwood, expresses himself, in his article "Status of British Advertising Managers," with a certain amount of distaste. In fact he gets "quite narsty" about it. Far be it from me to contradict him, with three thousand miles and nearly ten years between myself and Britain, when he says that the British advertising man lacks all knowledge of advertising (for this is what Mr. Kirkwood means). But I would like to hazard the remark that it is remarkable that, with such extraordinarily rotten advertising men, British advertising should be so good.

To say that British advertising is good is, of course, a rank blasphemy. On this side of the Atlantic we are so fond of deriding British advertising as elementary and puerile. But isn't it time we actually tested out the truth of that bromide? One has only to pick up any issue of any good British periodical to find any number of examples of good advertising, with a well-planned use of typography, excellent illustration, and good selling argument. Mr. Kirkwood himself sends every month numerous specimens of good British advertising which even he, superfine critic though he be, admits are not so bad. You see poor advertising in British publications, admittedly; but where don't you—? Comparisons are always odius because they can be pushed too far.

There are, necessarily, certain radical differences between British advertising and what we are accustomed to here. The typography of the former, for instance, is generally less "smashing," although more fanciful. In the matter of illustration, the British artist, commercial and otherwise, is six miles ahead of any we have in Canada or the United States. One has only to take the star man of *Punch*, Bernard Partridge, and compare him with the star man of *Life*, Charles Dana Gibson, and follow the parallel all down the line. I don't say, however, that this British superiority extends to either wash or color work, but it certainly does characterize line work. Where American copy was so long superior was in "action" illustration, such as the "Hammer-the hammer" revolver ad; but you notice that is largely passing away in favor of the "smooth" copy such as Coles Phillips turns out and which British advertisers use extensively. And I may be wrong, but I am under the impression that Phillips, who is perhaps the fore-most commercial illustrator on this side of the Atlantic, first found his vogue with a certain brand of British cigarettes.

It is certainly strange that Mr. Kirkwood sees so much to censure when we remember the remarkable advertising campaigns that have been conducted in Britain. One thinks, offhand, of Bovril, Pear's Soap, Johnny Walker Whisky, Nestle's Condensed Milk, Player's Cigarettes, Oxo—commodities so widely and so well advertised that they have almost entered into the proverbial lore of the nation. It is strange that British advertising men, who are all (to quote Mr. Kirkwood) so untrained and colossally ignorant, should have originated these campaigns. Finally, wasn't it the British advertising profession that put

Canadian Countryman Best Paper in East for Pathephone

PATHÉ FRÈRES PHONOGRAPH SALES CO.

SOLE SALES AGENTS FOR
PATHEPHONES — PATHÉ RECORDS

TELEPHONE ADELAIDE 286

HEAD OFFICE 4 6 8 CLIFFORD ST

TORONTO, May 14-19

W. J. Robson, Esq.
Advertising Manager,
Canadian Countryman,
Toronto, Ont.

Dear Sir:-

We are sending you a new contract covering our space requirements for the next year.

In this connection we might say that the results which we have obtained from your publication have been more tangible than those we can trace from any other similar medium. Feeling that our product has a special appeal to the farmers, we have dissected very carefully the circulation and rates of different farm papers and believe that the Canadian Countryman reaches a bigger field - at a less cost - than most of the other agricultural papers and this fact, coupled with the actual results which we have secured, has satisfied us that we will be making no mistake in continuing to consider the Canadian Countryman as the first farm paper to be used in the East.

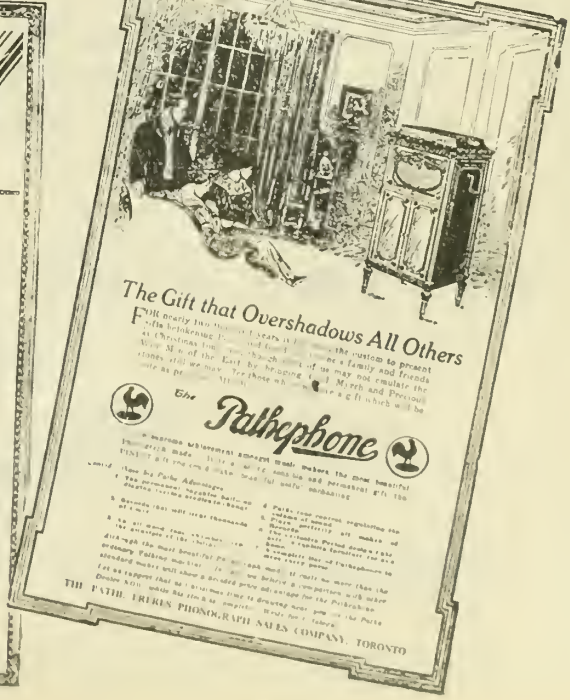
Yours truly,

Pathe Freres Phonograph Sales Co.

OCD/G.

General Manager.

SETTLE DOWN FOR THE WINTER
Make Dull Days Bright—
Gladden your Home with Music—
—get a—
Pathephone
PATHÉ FRERES PHONOGRAPH CO. of Canada, Limited
46-8 Clifford St. TORONTO, Ont.



Consistent Steady Growth

in both Advertising Lineage and Circulation.

MONTH by month The OTTAWA FARM JOURNAL, is strengthening its already dominate position in the Great Central Dairy Belt of Canada.

Each class of advertising showed a substantial gain for April 1920 over April 1919, the grand total this year being **16,110** agate lines in excess of last year

THE OTTAWA FARM JOURNAL'S circulation moreover which stood at 20,872 in April 1919, had risen to 24,068 during April 1920, *an increase of nearly 20%*.

There is no more effective way of getting in touch with the prosperous agriculturists of Eastern Ontario and Western Quebec than by carrying a regular message in their favorite home paper---THE OTTAWA FARM JOURNAL

THE

OTTAWA FARM JOURNAL

OTTAWA, CANADA

BRANCHES:

TORONTO
J. B. Rathbone, Manager,
95 King St. East

LONDON, ENG.
Robert Hosking,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK Fifth Avenue Bldg
CHICAGO—Peoples Gas Building
BOSTON Old South Building

over the biggest idea of the war, both in date, quality and quantity, and won the unstinted admiration of even the most insular-minded advertising men of this continent? I call "Your King and Country Need You!" darn good snappy advertising, right there with the punch, and all the rest that followed it, too, for they certainly "sold" the goods. One suspects a little that Mr. Kirkwood went over to London in somewhat the same frame of mind that is commonly supposed to possess the Britisher who comes to Canada. Namely, he knew all about everything and was going to startle the natives.

Yours very truly,

C. W. STOKES.

Montreal, May 1st, 1920.

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Recruiting Experts

Editor MARKETING.

Probably you noticed the enclosed advertisement in the Toronto *Globe* of April 26th:

> YOUNG MAN FOR ADVERTISING AGENCY—Young man of good education, about 17, to assist in copy department of prominent advertising agency. Exceptional opportunity for advancement. Good appearance an essential qualification.

I have wondered why some of our agencies' expert copy-writers frequently turn out such immature stuff—and this may let us into the secret, if it may be taken as an example of the requirements for new recruits. "Good appearance an essential qualification"; copy-writing ability, or experience, could hardly be expected at 17! But it is essential that he have the "appearance."

It affords an interesting and significant insight into the make-up of the expert staff of some "prominent agency" Youth knows not that it knows not. And it must be that many advertisers know not what they want while "17" and "good appearance" remain the required qualifications of copy men in "prominent agencies."

Why don't more of our agencies say more about the MEN who make up their staffs, and their qualifications for advising mature business executives? Is it because too many "seventeens of good appearance" would be disclosed?

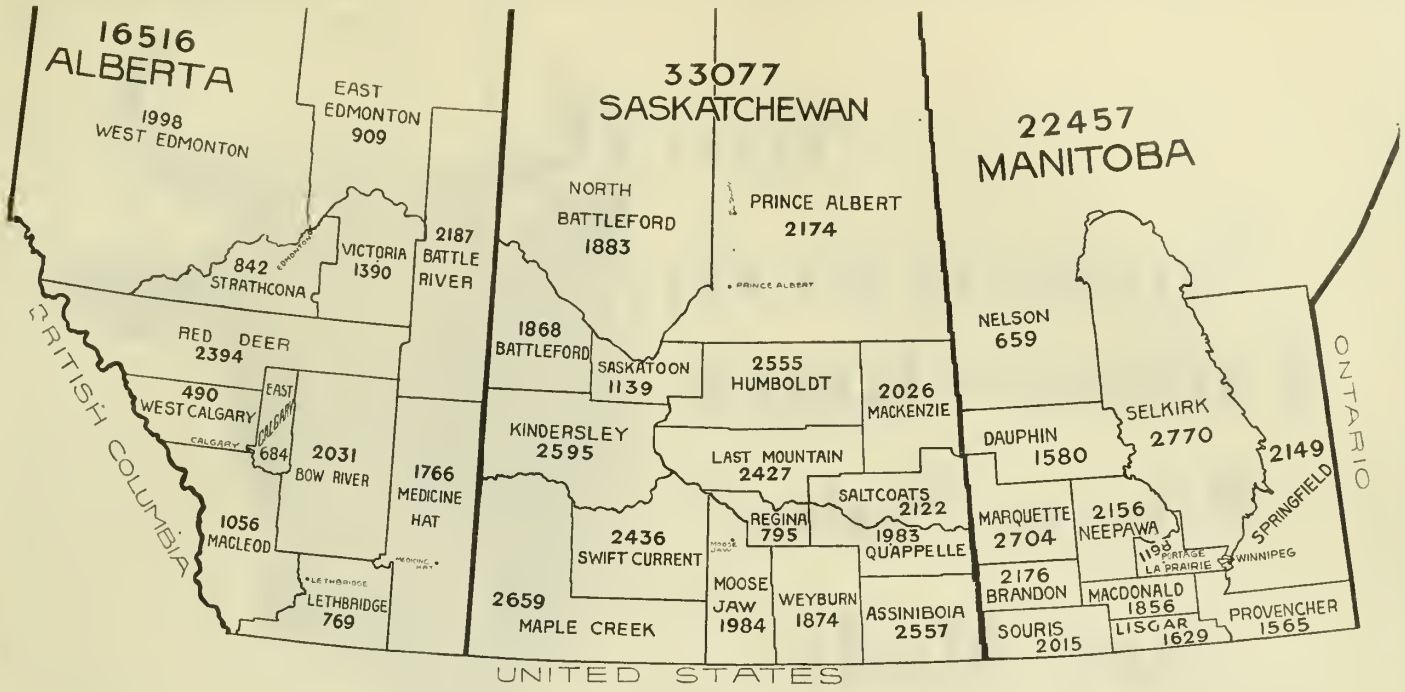
Yours,

M. V.

❦ ❦ ❦

An Imperial Press Conference

About 100 newspaper men from Great Britain and the British Dominions overseas will be entertained by Canadian newspaper publishers this summer in connection with an Imperial Press Conference which is to be held in Ottawa on August 5th, 6th and 7th. The overseas delegates will be taken on a tour across Canada on two special trains. The committee in charge of the arrangements is composed of Lord Atholstan, Montreal Star, chairman; J. E. Atkinson, Toronto Star; P. D. Ross, Ottawa Journal; Oswald Mayrand, Montreal La Presse; W. J. Taylor, Woodstock Sentinel Review; and C. F. Crandall, honorary secretary.



Figures Are Never Dull

when they indicate growth and value

Owing to the necessity of completing this map for publication prior to receipt of final figures, 419 subscriptions for the three prairie provinces are not allocated in districts. These make the total for the three provinces 72,469. Other net paid 1,998.

74,467

(Net Paid May 5, 1920)

"Good Farmers"

Perhaps we have talked about the West too much and too little about ***what we are in the West.***

Taking it for granted that manufacturers know the West, appreciate its possibilities, and intend to develop or extend a western market, the figures indicating the distribution of The Nor'-West Farmer in the prairie provinces cannot be dull—they are of vital importance to any sales campaign. Now more than 75,000.

Published to Promote Good Farming

Ask any Agency or us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

WINNIPEG CANADA

Member A.B.C.

Eastern Canada Office
95 King St. East, Toronto, Ont.

Eastern United States Office
381 Fourth Ave., New York, N.Y.

Farmers Know Where Sales Are Made

THE unquestioned supremacy of Farm and Dairy in the confidence of the dairy farmers is shown by the very large volume of live-stock advertising the breeders of dairy cattle publish in Farm and Dairy each year?

Farm and Dairy being a special dairy paper does not carry (except in the classified advertisements) any advertisements of horses, beef cattle, sheep or swine. It specializes in the advertisements of pure-bred dairy cattle. Other farm papers carry all classes of live-stock advertising. Yet note the position of Farm and Dairy. In December, 1919, the live-stock advertising carried by the various farm papers was as follows:—

Live Stock Advertising Carried by Farm Papers During December 1919

Farm and Dairy, Peterboro	**19,932 Dairy Live Stock only**
Grain Growers' Guide, Winnipeg	19,549 All Classes of Live Stock
Farmers Advocate, London	17,053 All Classes of Live Stock
Nor'-West Farmer, Winnipeg	13,418 All Classes of Live Stock
Farmers' Advocate, Winnipeg	12,630 All Classes of Live Stock
Farm and Ranch Review, Calgary	6,983 All Classes of Live Stock
Canadian Farm, Toronto	4,363 All Classes of Live Stock
Canadian Countryman, Toronto	3,706 All Classes of Live Stock
Ottawa Farm Journal	2,950 All Classes of Live Stock
Farmers' Magazine, Toronto	1,827 All Classes of Live Stock
Maritime Farmer, Sussex, N.B.	1,722 All Classes of Live Stock

THE YEAR'S RECORD FOR 1919

During the year 1919, only one farm paper in Canada carried more live-stock advertising than Farm and Dairy. This paper carried all classes of live stock advertising. During the same period the relative standing of the other Canadian farm papers with Farm and Dairy was as follows:

Farm and Dairy, Peterboro	**88,300 Dairy Live Stock only**
Grain Growers' Guide, Winnipeg	80,252 All Classes of Live Stock
Farm and Ranch Review, Calgary	65,705 All Classes of Live Stock
Nor'-West Farmer, Winnipeg	65,051 All Classes of Live Stock
Farmers' Advocate, Winnipeg	55,061 All Classes of Live Stock
Ottawa Farm Journal	47,583 All Classes of Live Stock
Canadian Farm, Toronto	40,998 All Classes of Live Stock
Canadian Countryman, Toronto	38,356 All Classes of Live Stock
Maritime Farmer, Sussex, N.B.	24,438 All Classes of Live Stock
Farmers' Magazine, Toronto	6,276 All Classes of Live Stock

Farmers know the farm papers. They know the fields they cover. They know Farm and Dairy is the paper for getting results on sales to follow dairy farmers.

They suggest the way to the manufacturer for the sale of his products.

FARM AND DAIRY

Canada's National Dairy Magazine

A.B.C. Member - Reports on Request

Advertising and Color Rates on Request

PETERBORO **ONTARIO**

American Magazines Cut Off Canadian Circulation

Within the last two weeks Canadian readers of several American weekly and monthly magazines who have been accustomed to purchase from the news stands, have been informed that "there will be no more copies for at least three months, because of an acute paper shortage." Mail subscribers are receiving their copies as usual, but new subscribers are being informed that their orders cannot be filled at present. It is understood that more American periodicals will shortly follow suit.

In this connection, a recent despatch quotes John Adams Thayer, Executive Secretary of the Periodical Publishers' Association, as follows:—"The curtailment of approximately sixty tons weekly of shipments of American magazines into Canada, due to paper shortage, represents only three per cent. of the normal combined circulation of the fifty magazines which are members of this association. Shipments have been reduced 700,000 copies out of a combined circulation of 24,700,000. A few members of the association have reduced the quantity of their publications to Canadian news dealers."

Whether or not the above remarks may be taken to indicate a complete suspension of news stand sales of American periodicals in Canada, it is certain that the marked diminution of their Canadian circulation will have its effect upon the publicity plans for Canada of many American advertisers now doing business here. Many of these advertisers use national media very extensively in the United States, and have hitherto counted on the "overflow circulation" of those periodicals to give them considerable, if not entirely sufficient, general magazine circulation in Canada. Only mail subscribers of the periodicals who have cut off shipments to Canada will now receive their copies—and they are a very small percentage of the former total.

The increased use of Canadian periodicals should serve to convince such manufacturers that the sales-promoting value of American "overflow circulation" has been grossly overestimated. Various tests undertaken in the past would seem to bear out this contention. Canadian periodicals undoubtedly offer a much more effective way of influencing public opinion in Canada in favor of any commodity or product than any "overflow circulation" from south of the border can hope to accomplish.

* * *

Clarkson A. Collins have sent out large schedules for Standard Paint Co., Farm papers will be used from May until December.

* * *

J. Suckling is now in charge of the advertising of R. J. Long & Co., overall and glove manufacturers.

* * *

Earl G. Wilson, formerly of the Ottawa city press, and for the past year secretary of the Ottawa Housing Commission, was recently appointed manager of the Canadian National Newspapers and Periodicals Association, affiliated with Canadian Press Association. A temporary office has been secured at 70 Lombard Street.

Your Advertising!

Is it seen?
Is it read?

What your advertising has to say is more important than how it looks, but upon its appearance depends the kind of hearing it will get. Your advertisement is your salesman. Then why not give to your advertising that distinction which is so effective in a personal canvass?

A part of our business is to assist in making your advertising so attractive that people will not only see it but will wish to read it. Everything we do is handled with this end in view. And when you consider the rising cost of white space and art work and engravings you'll agree that it is no small economy to have your advertisement stand out on the page like the traditional sore thumb.

"It's All in the Service"

Norris-Patterson

Limited

ADVERTISING AGENCY

10 East Adelaide St. TORONTO

232 St. James St. MONTREAL

IN DEFENSE OF THEIR RIGHTS and to protect themselves against unfair competition, the majority of Canadian publishers have joined the Audit Bureau of Circulations and furnish advertisers with verified circulation statements.

Audit Bureau of Circulations
202 S. State St. CHICAGO

Over 1,600 Automobiles

are registered in the district of South Waterloo. The keen advertiser looking for more business can see in this territory of 75,000 inhabitants a most profitable field for automobiles and allied products.

This prosperous manufacturing area has an annual pay roll of over $1,500,000 a year and over 60 per cent. of its population are engaged in its manufacturing concerns.

Omission of this district will mean loss of the trade you are entitled to. To cover it thoroughly be sure to include it in your campaign

The Galt Daily Reporter

Member A.B.C.

Which is the only daily published in the area

Trying to Revive Toronto Ad. Club

Toronto is to have another Ad Club. This has been decided upon as the result of meetings recently held, at which were present a number of buyers of advertising both national advertisers and agencies being represented. The initial meeting was held at the Ontario Club, being presided over by W. G. Rook, Managing Director of the Can. Gossard Company

Temporary officers have been appointed as follows:

President, W. G. Steward, Advertising Manager, Goodyear Tire & Rubber Co., Ltd.; Secretary, F. A. Trestrail, Manager, Musical Merchandise Sales Co.; Publicity Director, L. J. Cunniff, Managing Director, H. K. McCann Co. Ltd.

At the time of going to press, MARKETING learns that a re-organization meeting is scheduled for May 20th, at which permanent officers will be chosen, a constitution discussed, and the objects of the Club laid before those present.

It is stated that it has already been decided that membership in the club will be confined to buyers of advertising, members of the selling fraternity being ineligible. A considerable number of eligible advertising men have already promised their support to the new organization.

❦ ❦ ❦

Fred Black, who was a member of the staff of J. J. Gibbons, Limited, before going overseas with the Royal Flying Corps, has joined the staff of the R. Sykes Muller Company, Ltd., Montreal.

❦ ❦ ❦

W. C. Macdonald, Reg'd, tobacco manufacturers, Montreal, are advertising "British Consols" cut smoking tobacco in the dailies. Their advertising in the past has been confined to chewing and to combination advertisements featuring both smoking and chewing tobacco.

❦ ❦ ❦

"Selling Your Services," is the title of a 240-page book recently issued by the Jordan-Goodwin Corporation, Jefferson Bank Building, New York, from the pen of George Conover Pearson. This book is both inspirational and practical, its whole theme being the application of modern, scientific methods of selling to the problem that is closest and most vital to every man—viz: that of selling his own services to the most desirable employer. The book is written in easy conversational style, and will well repay careful perusal by every man dissatisfied with his present position and desirous of broader opportunities.

❦ ❦ ❦

R. W. Ashcroft, recently appointed Director of Publicity for Ames, Holden, McCready, Limited, has been elected President of the Montreal Publicity Association succeeding Emile Emery, National Publicity Limited, who has occupied the office during the past year. Mr. Ashcroft's acceptance of the office was greatly appreciated by all the members, who also showed their appreciation of Mr. Emery's efforts on behalf of the club during his term of office, by making him a presentation.

This is Going to Be Good!! So--- Harken!!

THERE are still a few people—who are trying to sell goods in Canada — who have not yet discovered that Ottawa is on the map—or if they have known it, presumably are of the opinion that it is purely a refuge for politicians and law-makers.

To these we want to talk.

Ottawa is the Home of 140,000 prosperous, industrious and happy people—people who buy things to eat, to wear, to improve, to amuse. People who want the things that make life worth living and are willing to pay for them. People with money to spend and who spend it.

This is a fact known and appreciated by those advertisers who have spent money in Ottawa in the past.

This Message is to the others.

5 Vital Reasons for Advertising in Ottawa

1. OTTAWA is the market place of the rich section of Central Canada
2. OTTAWA has money to spend. Its three principal pay-rolls amount to over $25,000,000 each year.
3. OTTAWA has the desire to buy. Its people like and demand the best.
4. OTTAWA has a population—including Hull and suburbs—of about 140,000.
5. OTTAWA as the Capital of Canada has influences which cover the whole Dominion.

"Tell your story" completely in the Capital City by advertising in the

Ottawa Daily Newspapers

Ottawa, Canada

The Morning Journal
The Evening Journal

The Morning Citizen
The Evening Citizen

Hudson's Bay Company Celebrates It's 250th Anniversary

Ye Ancient and Honorable Hudson's Bay Company celebrated this month its 250th anniversary, and in five cities in Western Canada events and ceremonies worthy of the importance of the great occasion took place. The celebration opened in Winnipeg on May 3rd, and closed in Victoria on Empire Day, the other cities principally concerned being being Calgary, Edmonton and Vancouver. As the history of the Company was for over two centuries the history of Western Canada, the celebration took on the character of a national event.

In each of the five cities street pageants were arranged. Symbolic floats and tableaux portrayed early phases of the Company's activities, and in each procession were seen Indians, trappers, ponies and dog teams, together with the varied equipment used in their hazardous work. Seldom has anything approaching these pageants in magnificence of setting or fidelity to subject been seen in Canada. A noteworthy feature of the celebration in each city was the presentation of moving pictures obtained by two expeditions sent out by the Company, lasting about a year all told. These expeditions travelled all over the vast Northland, securing wonderful pictures of the human and animal life of that little known region.

Western Canada newspapers naturally gave considerable space to this great event, and two pages reproduced herewith will show the unusual character of the announcements appearing in these publications.

The simple character of the commerce of the wilderness, which all told, reaches such fabulous sums each year

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR APRIL

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

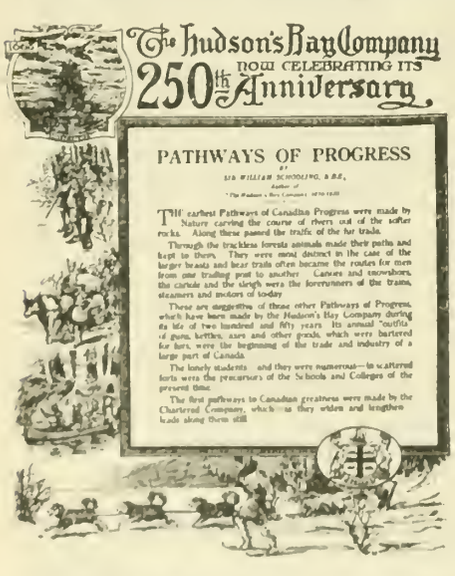
Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
	APRIL 1920					APRIL 1919		
Macleans	2	700	58,788	1,047	85	41,503	1,211	61
Canadian Home Journal	1	800	32,777	1,433	43	26,804	1,578	35½
Everywoman's World	1	800	24,788	2,526	34¼	24,466	2,160	33¼
Western Home Monthly	1	720	21,390	1,702	32	16,892	2,439	26¼
Canadian Courier	2	728	19,289	91	26½	20,515	952	29½
Canadian Magazine	1	224	13,355	1,501	66	12,494	724	59½
World Wide	1	636	8,534		13½	5,663		9

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR APRIL

(Exclusive of publisher's own advertising. Figures compiled by Marketing)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total	Grand Total*
	APRIL 1920						APRIL 1919
Grain Growers Guide	4	720	88,560	6,074	618	95,252	* 123,478
FarmersAdvocate(London)	5	720	85,302	15,119	362	100,783	87,808
Canadian Countryman	4	700	70,468	4,348	358	75,174	60,729
Farmers Advocate (Winnipeg)	4•	720	68,983	3,162	196	72,341	* 79,213
Nor'West Farmer	2	720	68,424	3,654	791	72,869	80,380
Farm and Ranch Review	2	720	48,524	2,202	1,156	51,882	50,022
Farmers Magazine	2	700	47,509	1,591	132	49,232	46,337
Farm & Dairy	5	700	44,086	11,555	56	55,697	** 44,612
Canadian Farm*	9	792	41,343	1,814	2,910	46,067	38,660
Maritime Farmer	2	672	28,373	2,168	1,291	31,832	41,949
United Farmers Guide	2	720	22,356	1,916		24,272	
B. C. Farmer	1	420	10,834	78	155	11,067	10,638
Family Herald & Weekly Star	4	940	98,929	200	3,345	102,474	110,899
Ottawa Farm Journal	9	2,432	97,729	2,957	6,341	107,027	91,908
Farmers' Sun	8	2,400	78,086	3,703	1,912	83,761	Not Checked
Farm & Home	5	1,025	56,454	705	623	57,782	" "
Free Press Prairie Farmer	4	1,180	33,130	414	8,565	42,109	43,794
Montreal Weekly Witness	4	2,100	22,173		3,367	25,540	19,982

*Includes Mid-week Supplement. x—5 issues. **—4 issues.


The Hudson's Bay Company
NOW CELEBRATING ITS
250th Anniversary
PATHWAYS OF PROGRESS
BY
SIR WILLIAM SCHOOLING, K.B.E.,
Author of
"The Hudson's Bay Company, 1670-1920"
THE earliest Pathways of Canadian Progress were made by Nature carving the course of rivers out of the softer rocks. Along these passed the traffic of the fur trade.
Through the trackless forests animals made their paths and kept to them. They were most distinct in the case of the larger beasts and bear trails often became the routes for men from one trading post to another. Canoes and snowshoes, the cariole and the sleigh were the forerunners of the trains, steamers and motors of to-day.
These are suggestive of three other Pathways of Progress, which have been made by the Hudson's Bay Company during its life of two hundred and fifty years. Its annual "outfits" of guns, kettles, axes and other goods, which were bartered for furs, were the beginning of the trade and industry of a large part of Canada.
The lonely students and they were numerous—in scattered forts were the precursors of the Schools and Colleges of the present time.
The first pathways to Canadian greatness were made by the Chartered Company, which as they widen and lengthen leads along them still

The Hudson's Bay Company
NOW CELEBRATING ITS
250th Anniversary
FUR—AND FURTHER
BY
SIR WILLIAM SCHOOLING, K.B.E.,
Author of
"The Hudson's Bay Company, 1670-1920"
IN one way or another Canada must sooner or later have been discovered and developed, but it is strange to reflect that the actual cause of its growth was the existence of fur-bearing animals in its lakes and rivers, its forests and its arctic regions.
The "Non-Such" ketch sailed into Hudson Bay in 1668 and in the following year returned to England loaded to the waterline with a cargo of furs. Thereupon Prince Rupert and others obtained a Charter from King Charles II and the expansion of the Fur Trade began.
The country was explored, trading posts were erected, birch bark canoes brought along the rivers the furs for distribution throughout the world. Towns and cities grew up round the trading posts and great stores replaced the forts where barter had been practised.
Wheat and cattle, settlement, gold and industry followed in due course. The Beaver in the Arms of Canada and of the Hudson's Bay Company fitly symbolises the fact that Fur was the foundation of the growth of Canada, and in that further progress which the future holds in store the great Company that made the beginnings will continue to shape

Two of a series of page newspaper advertisements, greatly reduced, celebrating the Hudson Bay Company's contributions to the development of Canada. It is unfortunate that this purely British and Canadian firm should consider it necessary to bring a copy-writer from Chicago to tell Canadians what it has done for Canada, when there are so many Canadians quite as capable of doing justice to the occasion.

and which is much the same to-day as it was two hundred years ago, can readily be seen from the following list:

One and one-half pounds of gunpowder, one beaver; one blanket, six beavers; two bayonets, one beaver; one pistol four beavers; twelve needles, one beaver; one four-foot gun, twelve beavers; three knives, one beaver; nine and one-half ounces vermilion, one beaver. Other articles in constant demand by the Indians were, and are, combs, egg boxes, files, glasses, goggles, handkerchiefs, hood hats, rings, scissors, spoons, beads, hatchets, kettles, tobacco, looking glasses, shirts, shoes, stockings and thimbles. Now-a-days sugar and tea are required by the most remote red man. The beaver was, and is, the medium of exchange in the vast northland, performing the same service as currency does for us.

Of course, it is undeniable that the gradual opening up of the vast Northland will mean a steadily-diminishing fur trade, although for the next decade at least, the appreciation in values will offset the decrease in volume. But besides its interest in the fur trade, the great Company has its departmental stores and its tremendous legacy of land now being advertised in national publications and thrown open to settlement under very helpful and easy conditions to the settler. The original acreage of lands participated in by the Company was one-twentieth of the total area of the prairie provinces, approximately seven million acres of farm lands of all grades it is stated. Three million acres of this total still remain to be disposed of, which means that "the ancient and honorable company of gentlemen adventurers" will be an important factor in the life and growth of the West for long years to come.

Sir Robert Kindersley stated at the banquet to the Company's employees in Winnipeg on May 1st, that the Company intend to build a huge Company building costing about $5,000,000 in Winnipeg just as soon as the difficulties regarding the exact location are settled.

* * *

You don't get the worth of good copy if it is discarded after one printing.

Printing and Engraving Prices Jump Again

The continued increases in cost of every element entering into the production of printed publicity are giving both publishers and advertisers cause for grave concern. The paper market generally has jumped at least 25 per cent. since the first of the year, all kinds of paper, particularly fine printing stock, being exceedingly hard to secure.

Now comes the news of a further increase granted to all classes of employees in printing establishments, which will total at least 10 per cent. Last year a 20 per cent. increase was secured by the employees, who signed a two-year agreement at that time, which to which a 10% bonus is added. It is understood that the printers' unions have agreed to accept 10 per cent. increase with the proviso that more will have to be forthcoming if the cost of living continues to soar—which leaves the door wide open to further trouble.

Photo engravings and electrotypes have also joined the upward procession—the latter going up 10 per cent. on May 1st, while engravings will be advanced in price at least 20 per cent. The main reason for the latest advance in engravings can be laid at the door of the new scale of wages enforced by the employees' union, which, as was pointed out in these columns recently, is a law unto itself. The minimum wage has been jumped from $28.00 to $38.00 per week. Every journeyman receives an increase of $8.00 per week. At the same time, working hours have been decreased from 46½ to 44 hours per week. The master engravers claim that since the last schedule of prices was put into effect, wages have risen 40 per cent. and materials have gone up over 12 per cent.—part of which increase is being absorbed by them.

In any case, the buyer of printed publicity has to foot the bill. In some cases, he is doing it with very bad grace; in others, he is bowing to the inevitable. But there is no doubt that the time is rapidly approaching when further increases in cost to the user will have a strong tendency to "kill the goose that lays the golden egg"—advertising expenditure will be cut as much as possible while abnormal prices continue.

❦ ❦ ❦

Alex. McIntosh, for some time on the selling staff of Canadian Courier, has joined the staff of A. McKim, Limited, Toronto office.

❦ ❦ ❦

The Montreal Branch of McConnell & Ferguson Advertising Agency has outgrown their quarters in the McGill Building, and are now located in much more commodious quarters in the Royal Trust Chambers, 107 St. James St., Montreal.

❦ ❦ ❦

Producing effective copy involves patient prospecting.

❦ ❦ ❦

La Presse, Montreal, has announced an increase of rate on the daily edition amounting to three cents, this increase taking effect on new contracts after June 1st.

Alberta Western Canada's Premier Province

A market you cannot afford to overlook

You can reach the heart of it with

The Calgary Daily Herald

The Only Evening Newspaper in Calgary

The newspaper which holds undisputed first place in Western Canada between Winnipeg and the Pacific Coast.

The one logical medium to reach the ultimate consumer in central and southern Alberta.

The Herald carries your message into the homes at the right time and in the right way.

Member Audit Bureau of Circulations

The Herald Publishing Co., Ltd.,
Calgary, Canada

Representative for Eastern Canada :
EDGAR J. GUY, Royal Bank Bldg., Toronto, Ont.

Representative for United States :

HENRY DE CLERQUE
800 Mallers Bldg., Chicago, Ill.

L. KLEBAHN
1 W. 34th St., New York, N.Y

Largest Circulation in Moose Jaw

The Daily NEWS (EVENING)

The purchasing power of the people in the district covered by The News is unusually high, because they reside in one of the most favored wheat areas in the Province of Saskatchewan. National advertisers can cover this rich territory in the most effective way only by using space in Moose Jaw's ***leading evening paper, The Daily News***, members of A.B.C.

Net paid circulation for the three months ending Sept. 30th, 1919—6160 Total distribution—6506

Covers a Very Rich Wheat Area

United States Representatives :

DAVID J. RANDALL
341 Fifth Ave., NEW YORK, N.Y.

A. R. KEATOR
1411 Hartford Bldg., CHICAGO, ILL.

A One Million Dollar Word

A CERTAIN problem was put up to a Counsel. He advised against a certain proposed procedure.

His advice was ignored. The firm lost $400,000.

Again he was asked to advise. He approved a certain remedy.

The firm made $600,000 profit.

It isn't the length of a Report—nor the amount of talk a counsel gives you. It is what he says that makes his services valuable.

I WILL be glad to correspond with concerns who have marketing, merchanding, advertising and sales problems.

No charge for preliminary consultation.

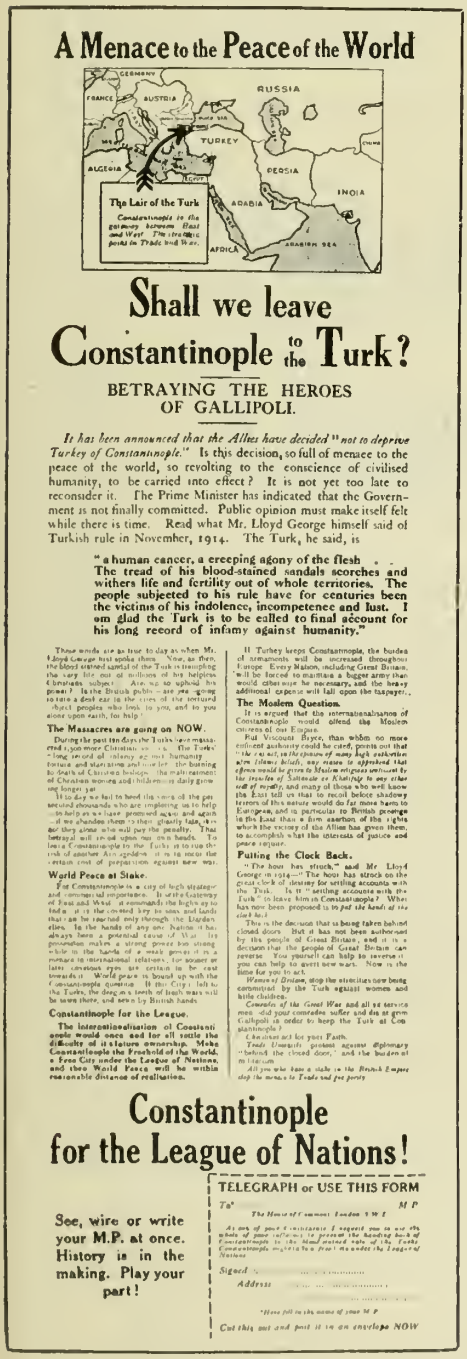
E. ST. ELMO LEWIS

Astor Court Building
NEW YORK CITY, U.S.A.

Super Cement (America) Ltd., Mount Dennis, Toronto, will advertise a waterproof cement through the James Fisher Company.

Charles F. Higham, vice-president of the Associated Advertising Clubs of the World in London, England, and W. S. Crawford head of the London advertising agency bearing his name, are on their way across the ocean to attend the forthcoming convention of advertising interests in Indianapolis. This will be the third convention Mr. Higham has attended. He is head of one of the leading advertising organizations of England, and also a member of Parliament.

F. Albany Rowlatt is placing advertising in newspapers and farm journals for the Universal Gasoline Purifier Co. Manning Arcade Annex, Toronto.



A Menace to the Peace of the World

Shall we leave Constantinople to the Turk?

BETRAYING THE HEROES OF GALLIPOLI.

It has been announced that the Allies have decided "not to deprive Turkey of Constantinople." Is this decision, so full of menace to the peace of the world, so revolting to the conscience of civilised humanity, to be carried into effect? It is not yet too late to reconsider it. The Prime Minister has indicated that the Government is not finally committed. Public opinion must make itself felt while there is time. Read what Mr. Lloyd George himself said of Turkish rule in November, 1914. The Turk, he said, is

> "a human cancer, a creeping agony of the flesh . . . The tread of his blood-stained sandals scorches and withers life and fertility out of whole territories. The people subjected to his rule have for centuries been the victims of his indolence, incompetence and lust. I am glad the Turk is to be called to final account for his long record of infamy against humanity."

Those words are as true to-day as when Mr. Lloyd George first spoke them. Now, as then, the blood-stained sandal of the Turk is trampling the very life out of millions of his helpless Christian subjects. Are we to uphold his power? Is the British public—are we—going to turn a deaf ear to the cries of the tortured Christ peoples who look to you, and to you alone upon earth, for help?

The Massacres are going on NOW.

During the past ten days the Turks have massacred 15,000 more Christians—men, women and children. The Turks "long accused of infamy against humanity" torture and slaughter and murder—the burning to death of Christian babies—the mass-torment of Christian women and children is daily going on longer yet.

If to-day we fail to heed the cries of the persecuted thousands who are imploring us to help—to help as we have promised again and again—if we abandon them to their ghastly fate, then for they alone we will pay the penalty. That betrayal will rest upon our own heads. To leave Constantinople to the Turks is to lay the seeds of another Armageddon—it is to incur the certain cost of preparation against new war.

World Peace at Stake.

For Constantinople is a city of high strategic and commercial importance. It is the Gateway of East and West. It commands the highway to India. It is the coveted key to seas and lands that can be reached only through the Dardanelles. In the hands of any one Power it has always been a potential cause of War. Its possession makes a strong power too strong—while in the hands of a weak power it is a menace to international relations, for sooner or later covetous eyes are certain to be cast towards it. World peace is bound up with the Constantinople question. If the City is left to the Turks, the dragon's teeth of fresh wars will be sown there, and reaped by British hands.

Constantinople for the League.

The internationalisation of Constantinople would once and for all settle the difficulty of its future ownership. Make Constantinople the Freehold of the World. a Free City under the League of Nations, and then World Peace will be within reasonable distance of realisation.

If Turkey keeps Constantinople, the burden of armaments will be increased throughout Europe. Every Nation, including Great Britain, will be forced to maintain a bigger army than would otherwise now be necessary, and the heavy additional expense will fall upon the taxpayer.

The Moslem Question.

It is argued that the internationalisation of Constantinople would offend the Moslem citizens of our Empire.

But Viscount Bryce, than whom no more eminent authority could be cited, points out that *"the real question, in the opinion of many high authorities whose beliefs, any means is opposed, that efforts would be given to Moslem religious sentiment by the transfer of Salonika or Khalifate to any other seat of royalty,* and many of those who well know the East tell us that to recoil before shadowy fears of this nature would do far more harm to European, and in particular to British prestige in the East than a firm assertion of the rights which the victory of the Allies has given them, to accomplish what the interests of justice and peace require.

Pulling the Clock Back.

"The hour has struck," said Mr. Lloyd George in 1914—"The hour has struck on the great clock of destiny for settling accounts with the Turk." Is it "settling accounts with the Turk" to leave him in Constantinople? What has now been proposed is to *put the hands of the clock back.*

This is the decision that is being taken behind closed doors. But it has not been authorised by the people of Great Britain, and it is a decision that the people of Great Britain can reverse. You yourself can help to reverse it—you can help to avert new wars. Now is the time for you to act.

Women of Britain, stop the atrocities now being committed by the Turk against women and little children.

Comrades of the Great War and all ex-service men—did your comrades suffer and die at grim Gallipoli in order to keep the Turk at Constantinople?

Christians act for your Faith.

Trade Unionists protest against diplomacy "behind the closed doors" and the burden of militarism.

All who have a stake in the British Empire stop the menace to Trade and free ports.

Constantinople for the League of Nations!

See, wire or write your M.P. at once. History is in the making. Play your part!

TELEGRAPH or USE THIS FORM

To* _____ M.P.

The House of Commons, London, S.W.1

As one of your Constituents I request you to use the whole of your influence to prevent the handing back of Constantinople to the blood-stained rule of the Turks. Constantinople must be held by the League of Nations.

Signed _____

Address _____

*Here fill in the name of your M.P.

Cut this out and post it in an envelope NOW

This is one of the advertisements mentioned by Mr. Kirkwood in last month's Letter from London. It was part of a publicity campaign to influence opinion to have the Turk expelled from Constantinople.

KITCHENER

Is a City of Home Owners

Nearly eighty per cent. of the citizens own their own homes, and these homes are of an unusually high standard. The construction of frame houses is not allowed in the city, and practically all the houses are of brick or brick veneer. There is no such thing as a "Poor Section" in this city. The people are thrifty, industrious and prosperous. They have the money and are able to buy what they want, BUT THEY "MUST BE SHOWN." The Daily Record dominates this field of discriminating buyers, and carefully planned advertising in The Record will bring big results.

The only A.B.C. paper in Kitchener

THE DAILY RECORD

Kitchener, Ont.—Rates from any recognized agency

MARCH CIRCULATION

of the

Daily British Whig

KINGSTON, ONT.

as

reported to the Audit Bureau of Circulations was as follows:

City Paid Circulation	3,527
Country Paid Circulation	2,405
Service Copies	150
Unpaid Copies	259
Total	6,341

Only A.B.C. Paper in Kingston

The Most Populous, Productive and Prosperous Province in the Dominion

Prince Edward Island is the most thickly settled, and one of the most productive of the provinces of Canada. The population has no foreign element in it whatever, being of pure, Scottish, Irish, English and Acadian stock. They are the most progressive and enterprising tillers of the soil, and have made such a tremendous success of dairy farming and pork production, that Prince Edward Island is known as the "Denmark of Canada."

Wealth per capita, $1.274 Wealth per family, $6,370

The Charlottetown Guardian

Covers Prince Edward Island like the dew

J. R. BURNETT, *Editor and Publisher*

MEMBER A.B.C. *Standard rate card*

Books on Selling

YOU may add to your own years of experience as a Sales Executive the experience, methods, sales strategy of 1529 concerns.

It is certain that in these volumes you will find many a plan for boosting sales a notch or two higher, methods and policies which have demonstrated their worth in increased sales for others, tested and classified so that you may have at your finger tips a stimulating variety of the most practical information.

Handling Salesmen At Lower Cost

191 Pages. Illustrated

THIS book presents the most valuable of the sales experience of many unusually successful concerns. There are included ideas, plans, and methods which have proved profitable in hiring and training salesmen, in paying them, in calculating selling costs and lowering them where they need to be lowered, handling the sales force and in solving the thousand and one questions that are continually confronting the man who directs the salesmen.

Organizing For Increased Sales

203 Pages. Illustrated

TO men who face sales problems every day, this volume will serve as a sort of "man Friday." It contains page after page of clear, concise descriptions of effective sales plans and policies. These are not vague, untried theories, but methods and plans which have been tested out under the fiercest sort of competition, and have increased sales in all parts of the country. Many of these plans are described in the exact words of the men who originated and used them.

More Sales Through Advertising

200 Pages. Illustrated

DESCRIBES in detail the exact advertising methods and plans used by progressive business men to stimulate their sales, increase their profits, and build bigger, stronger organizations. It covers every important detail of advertising, from the fixing of appropriations to the preparation of house organs which bring in new business. It also points out by contrast ineffective advertising methods, schemes, and plans, and will help you to cut your costs by enabling you to avoid advertising which is weak and non-productive.

Bound in standard cloth, gold stamped, uniform style and size, 5⅜ inches by 8⅜ inches

$3.85 per volume

Postpaid $4.00 each, to any ☐ address on receipt of price

Marketing

53 Yonge St., TORONTO

Many Timely Topics to be Discussed at Indianapolis

Those who attend the Associated Advertising Clubs Convention will find plenty of interest and profit. Details of principle sessions announced. Good delegation expected from Canada.

THE programmes for the general and departmental sessions at the convention of the Associated Advertising Clubs of the World, to be held in Indianapolis, Ind., June 6th to 10th, have been practically completed and the speakers and their subjects announced. They show a range of subjects and interests which assures that anyone identified with advertising, or interested in the various uses of advertising should find the trip and the time most profitable from every standpoint.

A representative delegation is expected to go from Canada. The London Advertising Club has chartered a special train and will go as a club unit. There will also be delegations from Winnipeg, Montreal and Toronto and possibly other points. MARKETING will be represented to secure a full report of the discussions for the benefit of its readers who may be unable to attend.

The general outline of the programme was announced last month. The details of the general sessions are as follows:—

SUNDAY AFTERNOON

Inspirational Meeting, 5 p.m., University Park.

Welcome to Indianapolis—Charles Coffin, President, Chamber of Commerce.

Response—Reuben H. Donnelley. Introduction of Hon. E. T. Meredith as permanent chairman.

Address—Richard H. Lee, Special Counsel, Associated Advertising Clubs of the World.

SUNDAY EVENING

Special services will take place in five downtown churches, the pulpits to be filled by Samuel C. Dobbs, Vice-President Coca Cola Co., Atlanta, Ga.; Sidney S. Wilson, Treasurer, Western Reserve University, Cleveland, O.; George W. Hopkins, Sales Manager, Columbia Graphophone Company, New York; W. Frank McClure, Advertising Manager, Fort Dearborn National Bank, Chicago, and others.

MONDAY MORNING

Session Subject: "*How* to Make the Best Use of Advertising *Now*."

"Advertising as an Economic Force"—By Joseph French Johnson, D.S.C., Dean New York University, School of Commerce, Accounts and Finance, and President Alexander Hamilton Institute.

"The How and Why of Buying Motives"—By E. G. Weir, Advertising Manager, The Beckwith Company, Dowagiac, Michigan.

"The Economies and Economics of Product and Market Analysis"—By L. D. H. Weld, Manager of Commercial Research Dept., Swift & Company, Chicago. Formerly President of Business Administration, Sheffield Scientific School, Yale University.

"Putting Longer Legs on the Advertising Dollar"—By A. H. Dente, Advertising Manager, Borden's Condensed Milk Co., New York.

"How to Keep Production Up With the Advertising by Selling the Advertising to the Workers"—By Tim Thrift, Advertising Manager, American Multigraph Sales Company, Cleveland.

MONDAY AFTERNOON

Department Sessions and Conferences.

MONDAY EVENING

A wonderful historical pageant and parade, celebrating the 100th Anniversary of Indianapolis, will take place.

Arrangements have been made for the delegates to view this parade from the State House grounds.

TUESDAY MORNING

Session Subject—"Advertising How and Now in Its Relation to Distribution."

"The Advertising Man's Interest in the Department of Agriculture"—Hon. E. T. Meredith, Secretary of Agriculture.

"How to Fit the Window Display into National and Local Advertising"—Address and Demonstration by C. J. Potter, "The Economist Group," New York. Former President of National Display Men's Association, and chairman of their National War Service Committee.

"The Function of the Wholesaler as an Independent Advertiser and Merchandiser as Well as a Distributor"—By Saunders Norvell, Chairman of Board, McKesson & Robbins, New York.

"Advertising to Promote the Flow of Goods into and out of Retail Stores"—By Alfred Koch, LaSalle & Koch, Toledo, Ohio.

"How Advertising Facilitates the Economic Distribution of Materials and Manufactured Goods from One Industry to Another" (Speaker to be announced later).

"How the Better Business Movement is Enhancing the Value of All Legitimate Advertising"—By Richard H. Lee, Special Counsel, Associated Advertising Clubs of the World.

TUESDAY AFTERNOON

Department Sessions and Conferences.

TUESDAY EVENING

The Indianapolis Advertising Club will give an outdoor advertising show, in which more than three hundred people will participate.

There will be theatre parties also.

Write for the Book

We have several attractive Sample Books of

Earnscliffe Linen Bond

It shows specimens of this very fine Canadian Made Bond in all Standard weights and sizes and in eight different contrasting colors.

Write for a copy on your regular office stationery

The "R Shield" Water Mark guarantees "Rolland Quality"

The ROLLAND PAPER COMPANY Limited

MONTREAL

High Grade Paper Makers Since 1882

IN WHITE AND EIGHT COLORS

ENGRAVING costs have again advanced.

This time very seriously.

While labor during the last two years has been increasing in cost in an extremely decided manner—

On May 1st it really jumped.

The Photo Engravers' Union has just placed in effect a new scale of wages, whereby every journeyman receives an increase of $8.00 per week and the minimum wage has been increased from $28.00 to $38.00 per week.

The working hours have been reduced from 46½ to 44.

Every manufacturer will appreciate that this combination means an abnormal increase in the cost of production.

Since the present scale of selling values, known as Schedule F. was put into force, wages have increased 40% and materials 12%. Part of this increase will be absorbed by the engravers but beyond a certain point they cannot go.

Cost of production on the new basis is being prepared and a schedule of minimum selling values will be issued immediately.

While regretting the necessity for a further change in selling values, we trust it will be appreciated that it is due to circumstances quite beyond the engravers' control.

Cost Committee of

The Manufacturing Photo Engravers Association of Canada

An organization formed several years ago, embracing all Canada, consisting of manufacturers of all types and kinds of engravings. As an Association it neither manufactures, buys nor sells. Its sole purpose is to assure for the mutual benefit of the industry and the buying public the best class of engraving that scientific knowledge and human skill can produce at a fair price.

Wednesday Morning

Session Subject—"New and Significant Developments in Advertising."

"Co-operative Advertising as a Social Service as well as a Powerful Sales Force"—By Don Francisco, Advertising Manager of The Southern California Fruit Growers' Association, Los Angeles.

"Uncle Sam's Venture into Paid Advertising"—By O. H. Blackman, O. H. Blackman Company, New York, also President, Advertising Agencies Corporation.

"The Clean-up, Paint-up Movement"—Developing a market through the cultivation of interest in civic hygiene and beauty—By Roy Soule, Vice-President, A. C. Penn Company, New York.

"What Applied and Practical Psychology is Doing to Shorten the Distance Between Human Minds"—By Dr. A. I. Gates, Columbia University, New York.

"What Women Owe to the Home-Making Influence of Advertising"—By Christine Terhune Frederick, Applecroft Experiment Station, Greenlawn, Long Island.

"Advertising as a Nationalizing, Unifying Influence"—How it standardizes all industry from the raw materials to the finished product, and unites people and sections through their common tastes and interests—By Hon. Walter E. Edge, United States Senator from New Jersey.

Wednesday Afternoon

Interdepartment Session.

Each Department and Conference will select in their own way the best and most helpful address delivered at their sessions on Monday and Tuesday afternoons, and from these the program will be made up for the Interdepartmental Sessions.

Wednesday Evening

General Exhibit Session, Chairman—Charles H. Mackintosh, Chairman, National Exhibit Committee.

Three speakers will explain the three complete national campaigns shown at the National Advertising Exhibit.

"Lifting the Staple Article into the Specialty Class"—F. H. Gale, Advertising Manager, General Electric Company, Schenectady, N.Y.

"Linking Advertising with Sales Effort"—Geo. W. Hopkins, Sales Manager, Columbia Graphophone Company, New York.

In Quebec

"Never hits below the belt"
---a final word

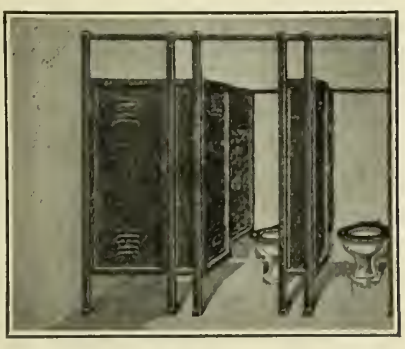
The Telegraph
ALWAYS

Quality in Advertising gets as much response from the buying public as quality in the goods. Therefore—

Federal Advertising Agency

T. H. YULL, Director

LONDON, : : CANADA



WE ALSO MAKE
Steel Shelving, Lockers, Cabinets, Bins, Stools, Chairs, etc. Ornamental Iron and Bronze, Commercial Wirework of all kinds. General Builders' Ironwork.

The Last Word in Sanitary Equipment

DENNISTEEL
Made in Canada

STEEL LAVATORY PARTITIONS

are unequalled for factories, industrial plants, and public buildings—Hygienic, Fireproof, Non-Markable, Easily Cleaned, Non-absorbent, with surfaces free from cracks, crevices and corners.

WRITE FOR FOLDERS

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON

Halifax Ottawa Hamilton Calgary
Montreal Toronto Winnipeg Vancouver

Woman's Interest in "Style"

is prompted by her desire to appear well before her friends and neighbors.

For the same reason she is particular in the selection of articles for her toilet, in the choice of furnishings for her home, about the appointments of her table.

Every page in the

FASHION QUARTERLIES

appeals to and stimulates a woman's interest in the up-to-date and correct—in her dress, in her home, in her social affairs. As she is reading she is thinking: "What shall I buy?"

It is because so many Canadian women have found the Fashion Quarterlies a dependable guide to satisfactory buying that so many advertisers find them influential in securing a favorable introduction for their goods to shopper and merchant alike.

Advance Fall Fashions Number

On Sale During August and September

Advertising Forms Close June 30th

For information regarding advertising write

Manager Advertising, 53 Yonge Street TORONTO

THURSDAY MORNING

Interdepartment Session.

THURSDAY AFTERNOON

General Session.

Reports of Officers, Reports of Committees, Adoption of Resolutions, Confirmation of Selection of Convention City for 1921, Awarding of Trophies, Election of Officers, Final Adjournment.

DEPARTMENT PROGRAMMES

Programmes for the sessions of the various departments on Monday and Tuesday afternoon, so far as they have been announced, are as follows:

AMERICAN ASSOCIATION OF ADVERTISING AGENCIES:

Monday—Address by Harry Dwight Smith, president of the American Association of Advertising Agencies, president of Fuller & Smith; subject, "The Functions of an Advertising Agency," Merle Sidener, president of Sidener-Van Riper Advertising Company; subject, "What the Agency Understands Advertising to Be," Collin Armstrong, Collin Armstrong, Inc.; subject, "What the Advertising Agency and the Publisher Have in Common," F. T. Hopkins, eastern manager, National Outdoor Advertising Bureau; subject, "Outdoor Advertising and the Advertising Agency," J. H. Mitchell, president, Mitchell Advertising Agency, Inc.; subject, "The Agency and Commercial Research," H. J. Kenner, executive secretary, National Vigilance Committee; subject, "The Organized Vigilance Movement and Its Value to the Agency."

Tuesday—W. S. Crawford, president of W. S. Crawford, Ltd., advertising agency, of London, England, subject, "Advertising Agency Progress in England Since the Armistice," William J. Boardman, vice-president and director of service, George Batten Company, Inc.; subject, "Copy." H. S. Gardner, president, Gardner Advertising Company; subject, "Evolution of Agency Service and the Advertising Agency of the Next Generation," William H. Rankin, of the William H. Rankin Company; subject, "The Advertising Agency as a Business Builder." Thomas E. Basham, of Thomas E. Basham Company; subject, "How the Agency Makes Advertising an Investment, Not an Expense." Paul E. Derrick, of Paul E. Derrick Advertising Agency, Ltd., London, England; subject, "Possibilities for the Development of British Advertising in America."

AGRICULTURAL PUBLISHERS' ASSOCIATION: Chairman programme committee, Frank B. White, Chicago.

Monday afternoon—Keynote remarks, Chairman William A. Whitney, first vice-president of Agricultural Publishers' Association. Announcement, Frank B. White, managing director, Agricultural Publishers' Association. "On the Truth Firing Line," H. J. Kenner, secretary, National Vigilance Committee. "The Farm Papers' Influence in the Retail Business," E. B. Moon, Orange Judd Company. "Our Agency Problems," F. W. LeQuatte, *Successful Farming*, Des Moines. Discussion, led by Horace G. Klein. "The County Agent Bettering Advertising Conditions," Duane W. Gaylord.

Tuesday afternoon—Keynote remarks, Chairman B. Kirk Rankin,

director, Agricultural Publishers' Association, Announcement, Frank B. White. "The Expanding Farm Market"; (a) "The Market," Frank G. Odell; (b) "The Medium," James M. Pierce; (c) "The Method—Or Appeal," Governor S. R. McKelvie. "Farm Papers of America"; (a) "As They Are in the South," B. Morgan Shepherd; (b) "As They Are in the West," E. E. Faville (c) "National Circulations," C. A. Taylor; (d) "Prescribed or State Circulations," Ben. F. Biliter. "Farm Bureaus —Bettering Advertising Conditions," Frederick L. Chapman.

DAILY NEWSPAPER DEPARTMENT:

Monday afternoon—Report of officers "Newspaper Co-operation," George M. Burbach, St. Louis *Post Dispatch*. "The Flat Rate Versus the Sliding Scale," A. L. Shuman, Fort Worth *Star-Telegram*. "Bonuses and Salaries," speaker to be selected.

Monday evening—"Publicity Evils," A. G. Newmyer, New Orleans, *Item* and Lincoln B. Palmer of the American Newspaper Publishers' Association. "The Value of Special Pages," by W. A. Beatty, Lexington *Herald*. "Elimination of Destructive Newspaper Competition," James Wright Brown, *Editor & Publisher*, New York.

Tuesday afternoon—"The Zone Idea in Merchandising," W. J. Merrill, Chicago *Tribune*. "The Daily Newspaper as a National Advertising Medium." The newspapers' value to the manufacturer will be discussed by a speaker to be announced later. From the advertising agency's standpoint, the speaker to be announced later. From the jobber's standpoint, by G. B. Moxley, general manager Keifer-Stewart Company, Indianapolis, Ind. From the retailer's standpoint, by Horace Ryan, advertising manager, L. S. Ayers & Co., Indianapolis, Ind. From the newspaper's standpoint, by Frank Webb, Baltimore *News*, and Frank Carroll, Indianapolis *News*.

Tuesday evening—"Classified Advertising" will be discussed from every standpoint by four or five of America's leading classified advertising managers. S. L. Perkins, of the Perkins Classified Service, will be leader of the discussion. "Developing Newspaper Advertising in the Smaller Cities," by Lowry Martin, business manager, Corsicana *Daily*, and president of the Associated Advertising Clubs of Texas.

Wednesday afternoon—Executive session. In case the inter-departmental sessions Wednesday afternoon will conflict with the newspaper departmental's session to be held between 1.30 and 2.30 P.M., the open session will be shoved up to 12:30 P.M. and finished before the inter-departmental session is called. "What Newspapers Think of Some Advertising Agencies." The newspaper side will be presented by M. E. Foster, publisher of the Houston *Chronicle;* Bert Garsten, Louisville *Courier Journal* and *Times;* Charlie Miller, Atlanta *Georgian-American*, and others. The advertising agency's side will be presented by Collin Armstrong of Collin Armstrong, Inc., and chairman of the newspaper committee of the American Association of Advertising Agencies, and by Tom Basham, of the Basham Agency, and president of the Southern Council of the American Association of Advertising Agencies.

Thursday afternoon—Completion of unfinished business. Election of officers.

---and the Only A.B.C. Papers in New Brunswick

No circulation contests, in which the reader buys a monkey wrench and gets the paper thrown in, ever built the circulation of New Brunswick's great combination—the Telegraph and Times-Star of St. John.

The papers are bought solely on their merits as newspapers and leaders of public thought.

It is for this reason that this combination unmistakably pulls results for national advertisers —and it is because of this that the combination is the first consideration in New Brunswick.

We want and expect your business wholly and solely on a business basis—a market offered at a fair one-price-to-all price.

30,000 daily at a combination rate of 6c. per agate line.

The Daily Telegraph—The Times-Star

Morning St. John Evening

The ONLY A.B.C. Papers in New Brunswick

Through our *uniquely "different"* Canadian sales-advertising organisation, we offer

To Canadian Manufacturers

A *Complete* Merchandising Service

We plan and execute any part (or all) of a distribution-advertising-sales procedure—to manufacturer, jobber, retailer and consumer.

Service comprehends basic investigations, sales-plans, the direct-by-mail and media advertising (properly apportioned), and the *actual order-getting specialty sales-work*.

When mutually desirable, we will contract (under GUARANTY of RESULTS) to effect *complete trades-distribution* and *consumer-demand*—to do everything but manufacture and ship the goods.

We operate throughout North and South America (in all languages), and will consider the promoting, *anywhere*, of *any* legitimate business or sales enterprise that appeals to our judgment.

Our Canadian staff of thirty Merchandising, Advertising, Technical and Sales experts is "personally directed"—backed by the Management's twenty-five years of association with the largest manufacturers of the United States.

Canadian and U. S. clientele includes some very representative concerns.

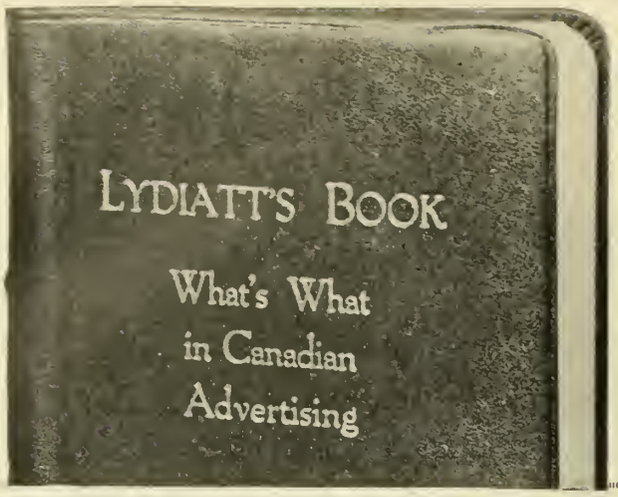
Correspondence and professional consultation solicited.

CLARKE HELME LOOMIS LIMITED

GENERAL SALES COUNSEL

New York Chicago San Francisco Buenos Aires

Suite Seventy, MONTREAL, P. Q.
Beardmore Bld'g. Telephone MAIN 680



"Jammed Tighter Than Ever

with every kind of fact and statistical data that might be sought by one thinking of marketing merchandise in Canada. Its compilations relate to the land, to its people, its manufacturers, its advertising mediums, show in detail how much and what kind of advertising is already being done in Canada and where heavy newspaper circulations or other advantages offer inducements for further advertising of one type or another.

"Its figures and facts aim to present a statistical picture of the Canadian market. They contain much new, post-war material which, compared with data for 1914, supplies the needed information as to what changes war conditions have made in the Dominion. Canadians are busy telling the world to-day that they have a wonderful market. Here is the proof.

"Appended material on type techniques, electrotypes, handy copy rules, etc., makes "LYDIATT'S" an indispensible pocket book for the ad man who has, or expects to have, connections in the Canadian field."

—From Advertising & Selling, April 24th Issue.

Hundreds of the largest advertisers and agents rely on it very largely for information needed when investigating the market, selecting mediums, making contracts.

Order Your Copy Now

Only a Few Copies of 1920 Edition Left

Many changes in rates, in closing dates publication sizes, frequency of issue, and in the relative standing and costs of competing mediums, many important new market statistics—literally hundreds of details and changes necessary to bring your information up-to-date—all accurately recorded and conveniently arranged in this wonderfully comprehensive little book.

A handy pocket-size, leather-bound book, containing all the facts and figures busy advertising men constantly need. Everywhere recognized as the authority on Canada's advertising mediums. Not an agency directory or catalogue, but an absolutely independently compiled data and rate book for advertising buyers. Now in its seventh annual edition.

Postpaid to any address, $3.00 a Copy

W. A. LYDIATT, Publisher, 53 Yonge St., TORONTO

Financial Advertisers' Association: Chairman Programme Committee, F. D. Connor, Chicago.

Monday afternoon—Meeting called to order by president Fred W. Ellsworth, vice-president, Hibernia Bank and Trust Company, New Orleans. Reports: Treasurer, secretary and committees. National Vigilance Work, speaker to be assigned. "Why every bank should advertise," John G. Lonsdale, president National Bank of Commerce, St. Louis. Open discussion. "How to plan an effective advertising campaign," W. R. Snodgrass, manager department of publicity and new business, Fidelity National Bank and Trust Company, Kansas City. Open discussion. "Why you should use: 1, Newspapers. 2, Trade papers, Philip J. Syms, New York. 3, Direct by mail, Tim Thrift, Cleveland. 4, Outdoor, H. E. Erickson, Thos. Cusack Company, Chicago. Open discussion. "Dressing the Copy" (illustrated), Everett R. Currier, manager typography department, Charles Everett Johnson Company, Chicago. Open discussion.

Tuesday afternoon—"The Central File—how it aids in developing old customers and winning new ones." E. H. Kittridge, Old Colony Trust Company, Boston. Open discussion. "What the Country Banker Wants to Know." H. M. Cottrell, Little Rock, Ark. Open discussion. "The Relation of Financial Advertising to the U. S. Department of Agriculture," E. T. Meredith, Secretary, U. S. Department of Agriculture. "The Investment Banker's opportunity," Charles A. Otis, president Otis and Company, Cleveland. Open discussion. "Publicity and good will," (How to handle the ticket sellers and charity, and programme solicitors), F. M. Stalker, National Bank of Commerce and Commerce Trust Company, Kansas City. Open discussion. "My one best bet," by ten experts. They will be given five minutes each to tell their experience regarding the "biggest hit" during the year. 1, "Interest," Lloyd H. Mattson, Corn Exchange National Bank, Omaha. 2, "Our Flag," Miss Jessamine G. Hoagland, National City Bank, Chicago. 3, "The Vitalness of Viewpoint," Flavie C. Adams, National Bank of Kentucky, Louisville. 4, "Vision," Miss Sara Shaver, Buffalo Trust Company, Buffalo; and six speakers more, to be selected. Open discussion.

Election of officers, election of members for National Advertising Commission for three years, installation of officers.

Poster Advertising Department: Chairman Programme Committee, J. H. Brinkmeyer, St. Louis.

Monday afternoon — Introductory, Chairman, E. C. Cheshire. "Goods, commodities and ideas which can now be effectively advertised nationally by poster advertising," Kerwin H. Fulton. "Poster Advertising in co-ordination with the Agricultural Press." Speaker not selected. "Poster Advertising in co-ordination with the *Saturday Evening Post*, Robert Frothingham. "How posters should be built to cover selling ideas in design now," Samuel Holiday. "How poster art can strengthen selling idea now," speaker not selected. "How posters are manufactured now," LeRoy Latham. "How posters should be displayed where there is a possible market now," H. C. Walker. "The

How and Now of A. A. poster boards," George L. Chennell. "The favorable appeal of locations," R. A. Edwards.

Tuesday afternoon—Results from Use of Poster Advertising Now. Hart Schaffner & Marx, Roger Myhrum; Palmolive Soap Company, M. F. Reddington; Wilson & Company, George E. Throop; International Harvester Company, J. A. Brogdon; Waterman Fountain Pen Company, Colver Gordon; William Schield Manufacturing Company, Arthur Siegel; Headlight Overalls Company, Albert de Montluzin; American Chicle Company, Arthur Acheson; Work of National Vigilance Committee, P. S. Florea.

OUTDOOR ADVERTISING DEPARTMENT: Chairman Programme Committee, Charles F. Bryan, Cleveland.

Monday afternoon—Opening address by Chairman George L. Chennell, president Outdoor Advertising Association. "Truth in Advertising as a Medium," Harry C. Walker, Walker and Company, Detroit. "Nationally," R. L. Whitton, general sales manager, Thomas Cusack Company, Chicago. "Locally," Leonard Dreyfuss, United Advertising Corporation, New York.

PERIODICAL PUBLISHERS' ASSOCIATION OF AMERICA: Programme chairman, John Adams Thayer.

Monday afternoon — "A three-cornered partnership," George E. Cook, president, Periodical Publishers' Association. "America at the Crossways," Charles A. Eaton, editor of *Leslie's Weekly*. "Circulation," B. A. Mackinnon, Pictorial Review Company. "Marketing a Magazine," Dr. Paul Nystrom, International Magazine Company.

COMMUNITY ADVERTISING DEPARTMENT: Chairman Programme Committee, Chas. F. Hatfield, St. Louis.

Monday afternoon—Report of President Charles F. Hatfield, secretary and general manager, St. Louis Convention and Publicity Bureau, St. Louis. Report of Secretary-Treasurer A. W. McKeand, business manager, Greater Terre Haute Club, Terre Haute, Ind. "Selling a Community to Itself." "General Principles, and a Railroad's Viewpoint," W. C. Byers, agricultural agent, New York Central Railroad, Chicago. "The Welfare League Helps," Harry C. Grimsley, director Terre Haute Welfare League, Terre Haute, Ind. "The Maryville Way," H. E. Miles, advertising manager, the Maryville *Tribune*, Maryville, Mo. "The Terre Haute Idea," A. W. McKeand. "The Neosho Plan," G. R. Lowe, Neosho, Mo. "The Better Business Bureau Does Its Part."

Tuesday afternoon—"Selling a Community to the Nation." "General Principles, and the St. Louis Movement," John Ring, Jr., president the John Ring, Jr., Advertising Co., St. Louis. Five minutes for discussion. "The Ozark Playground," Ross E. Burns, secretary and general manager, Joplin *Globe*, Joplin, Mo. "How Omaha Does It," Arthur Thomas, manager Bureau of Publicity, Omaha Chamber of Commerce, Omaha.

Five minutes for discussion. "The Story of Asheville's Campaign," N. Buckner, secretary, Asheville Board of Trade, Asheville, N. C. Five minutes for discussion. Election of president, vice-president, secretary-treasurer, member of National Advertising Commission and three members of executive committee.

EGERTON RYERSON — ITS FOUNDER

"Wherever I go," one of our Methodist officials noted the other day,

"The Church Sheds are overflowing with cars."

That means, you see, that the people who go to the Methodist Churches these days appreciate a good thing and have the money to spend for it.

Forty thousand homes of this, the best all-round class in the community, are entered weekly by

THE CHRISTIAN GUARDIAN

Tell them of your goods, your product—they'll buy them.

N. B.—Goods, Product or Proposition HAVE to be right, or you CAN'T tell about them in the Guardian.

ST. THOMAS

is the purchasing centre for 50,000 prosperous people who live in the garden spot of Ontario—Elgin county, of which St. Thomas is the county seat.

20,000 of these reside in St. Thomas, where over three millions in wages are distributed annually by the five steam railways, and the many thriving industries. 30,000 live in Elgin county—a very rich farming section.

The only way you can be sure of not overlooking the great possibilities of this favored section is by the consistent use of advertising space in THE TIMES-JOURNAL—the only daily newspaper in St. Thomas, or in Elgin county.

THE TIMES-JOURNAL reaches 95 in every 100 homes in St. Thomas, and 5,000 copies go daily to outside subscribers.

Instruct your agency to place THE TIMES-JOURNAL on your 1920 list, if not already there.

TIMES-JOURNAL

ST. THOMAS - - *Member A.B.C.* - - ONT.

A.B.C. audited circulation—9,000 plus

Luncheon meeting, Wednesday—Speakers: Harry N. Burhans, ex-secretary, Denver Tourist and Publicity Bureau, Denver. Stephen P. Mather, director of National Parks, Washington, D. C. Hon. Edwin T. Meredith, Secretary of Agriculture of the United States, Washington.

CHURCH ADVERTISING DEPARTMENT: Chairman Programme Committee, Rev. Christian F. Reisner, New York.

The programme has not been put into definite form, but such subjects as: "Church advertising in a small town"; "Copy for newspaper advertising"; "Why should the Church advertise now?" "Advertising slogans for churches," will be discussed. An extensive exhibit of church advertising will be displayed, also.

RETAIL ADVERTISING DEPARTMENT: Monday afternoon—"Planning an Advertising Programme for a Specialty Store." Discussion. "New Methods of Retailing," Frank Fehlman, Churchill-Hall, Inc., New York City. Discussion.

Tuesday afternoon—"Fitting the Appropriation to the Merchandise You Advertise." Discussion. "The Big Store in the Small Town." Discussion. "The Modern Basement Store and One Way to Take Mark-Down." Discussion.

SCREEN ADVERTISERS' ASSOCIATION OF THE WORLD: Chairman Programme Committee, Harry Levey.

Monday afternoon—Meeting called to order by President, Harry Levey, general manager, Industrial and Educational Department, Universal Film Manufacturing Company. Report of Secretary-Treasurer. Address: "A Dream Realized," President Harry Levey. Discussion. Address: "What I have learned about the Motion Picture Medium," Tim Thrift, advertising manager, American Multigraph Sales Company; chairman Motion Picture Committee, Association of National Advertisers.

Tuesday afternoon—Address: "Guaranteed Circulation With the Motion Picture Medium," Harry Levey. Discussion. Experience Meeting: Short addresses by advertising managers and agency officials, giving their experiences with the motion picture medium: G. Lynn Sumner, advertising manager, U. C. S.; W. B. Griffin, advertising manager, Holmes and Edwards; J. H. Weddell, advertising manager, Firestone Tire and Rubber Company; Paul Wing, Eastern manager, Critchfield Company; John Leitch, author of "Man to Man," and "The true mission of the motion picture." Industrial and educational films will be shown on the screen in the Claypool Hotel Convention Hall every afternoon and evening of convention, from 1 to 10 p.m. Films showing national and local campaigns will be used.

Newspaper and Magazine Advertising

Booklets, Catalogs, and House Organs

Designs, Trade Marks and Illustrations

Prepared in Ottawa
Placed Anywhere
Ask Us.

Peabody Advertising Ottawa
178 Nepean St
Phone 3626.9

CHARLES EDWARD PEABODY
HENRI CHAUME.

Sales Promotion Executive Available

Years of successful sales promotion work in a difficult field, plus other years of personal selling experience, have made this man's judgment on merchandising, publicity methods and media, better than good. Now happily employed, but seeks larger future. Would "make good" as agency account executive, sales promotion manager for growing industrial organization, or head of sales and service department of high-grade printer. Has initiative to handle big things and accept large responsibility. For further particulars address

Box 5, *Marketing*

Advertise With a View of Your Plant

Before placing orders, Foreign Trade demands tangible proof of your size, capacity and stability.

The whole story will be told by a glance at an Ad-Art realistic birdseye view of your plant.

AD-ART STUDIOS
Producers of Advertising Art
7 Victoria Block Windsor Ontario

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

British Columbia's Rural Field

Containing a population of 89,000 (farmers and their families), is now available to national advertisers through *Farm and Home*.

Every Post Office in B.C. is covered by our subscription list.

The circulation of *Farm and Home* is over 15,000 paid and constantly growing. An A.B.C. audit is expected in the near future. Advertising rate, 8 cents per agate line.

For further particulars apply to the Advertising Manager.

FARM AND HOME

137 Pender St. West Vancouver, British Columbia

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING. STEREOTYPING. NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING. ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

Dislikes Knocking

Toronto, April 26th, 1920

Editor MARKETING.

Here is a topic for discussion! "How far should one paper in its advertisments knock its contemporary?"

Herewith is an ad taken from a morning paper on the newspaper situation in Vancouver.

Recently the papers all heartily endorsed a revision of copy which knocked a certain standard article. The same principle applies, I judge, in this case. What does 'MARKETING' think about it?

Yours very truly,

J. J. GIBBONS, LIMITED,
Toronto Office,
(Signed) M. Pennell.

The advertisement referred to by Miss Pennell is one which must have puzzled many advertisers because it advocated the use of two papers, one morning and one evening, in Vancouver. Whether it is a combination advertisement of these two papers is not quite clear. The argument is that two morning news papers in Vancouver were unnecessary so they were consolidated. It follows according to this advertisement, that two evening newspapers are unnecessary, stating that in these days of ever-increasing costs "no possible excuse for the existence of a second evening paper in Vancouver" exists, "also no possible necessity or justification for national advertisers using a second evening paper in Vancouver."

The advertisement further states "In Toronto national advertisers use the *Morning Globe* and *Evening Telegram.*" Do they? Figures compiled by MARKETING last year showed that more national advertisers used *The Daily Star* than used *The Evening Telegram.* Many also use *The Mail & Empire and World* in the morning field. But these facts aside, still this does not appear to be a logical argument having any particular application to Vancouver or any other City.

Miss Pennell asks "How far should one paper in its advertisements knock its contemporary?" In MARKETING'S opinion, at least far enough to omit it entirely. Rarely does a situaction occur in which any publisher's representative, in his personal canvassing, is warranted in "knocking" any other medium. The occasions when one is justified in doing this in one's adverstisement are even rarer.

MARKETING believes that any good medium should be able to dig up enough good reasons which emphasize its value to advertisers, without resorting to any reasons tending to show that a competing medium should not be used. The effect of continual "knocking" of one paper by another, is shown in instances where constant knocking of each other by two competitors has brought about a situation where neither paper was highly valued by advertisers. First the advertiser was told that he was foolish to advertise in one paper, then that he was foolish to advertise in the other, until finally he reached the conclusion that he was foolish to advertise in either.

The stiffest competition a publisher has to face in getting advertising is not that of other newspapers in his field. Nor of other mediums such as magazines or posters for example. The competi-

Nation-Wide Circulation

The value of a trade or technical paper depends on nation-wide circulation.

To maintain such a circulation is expensive, but by virtue of the fact that we publish a group of worth-while business papers, we are able to keep engaged at all times a nation-wide organization of subscription agents.

Our staff is distributed as follows:

West of Great Lakes..... 3 men
Ontario and Quebec..... 4 men
Maritime Provinces..... 1 man

These men are devoting practically all their time to new subscriptions. Renewals are handled by our office staff.

The COMMERCIAL PRESS Limited
51 Wellington W., TORONTO

The Canadian Manufacturer
The Canadian Hardware Journal
The Canadian Furniture World
The Retail Grocer and Provisioner
Motoring
The Canadian Builder
The Retail Druggist
The Electrical Dealer and Contractor

Through Our
FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

tion which is robbing him of the big volume of business he ought to be getting, and is not, comes from the fact that so many advertisers know so little about his publication or field that they are indifferent or neglectful in regard to it. There are so many advertisers who are not using either his or a competiting paper that it would seem as if the best results were to be obtained by concentrating his promotion efforts on advertisers of this class. There are plenty of them—as well as innumerable firms who are non-advertisers, but ought to be.

There is altogether too much "Me too" and "Me instead" canvassing by advertising solicitors—and far too little constructive promotion work along broad lines. If there is not enough to be said in favor of a paper to make so strong an argument that "knocking" a competitor sounds weak beside it, then there is not much to be gained by merely "knocking" the competitors. As indicating the possibilities of constructive advertising by publishers MARKETING commends a study of the advertising which has been done during the past couple of years by *The New York Globe.*

Unadvertised Goods

"Watch our windows for specially priced unadvertised goods" was the advertisement of the Ogilvy store in Montreal in a recent issue of the Montreal *Star.*

It has been forwarded to MARKETING by a subscriber who thinks that "If the copy writer for James A Ogilvy's Limited is sincere, then why did he go to the trouble of using valuable newspaper space to tell people about his firm's 'unadvertised goods'? The inference is, of course, that "Unadvertised goods" in some mysterious manner are better value than those which are advertised. Consequently, the smart thing to do was to announce through the medium of advertising the merits of "unadvertised goods." Perhaps you cannot follow this logic, but neither can the writer follow the logic of James A. Ogilvy's Limited.

"Speaking seriously, ill-advised copy like this is one of the things that leads the unsuspecting public to think that advertising adds to the cost of goods. If this were only one instance of such idiotic reasoning, it would be bad enough, but the writer has personally seen many other pieces of copy just as foolish, including some right here in Toronto."

The writer of this letter has jumped to wrong conclusions, in our opinion. It does not follow that these goods are featured as being "specially-priced" because they are "unadvertised."

Department stores no longer confine their advertisements to "bargains." It is now generally understood, we believe, among women shoppers that Eatons in Toronto, for example, no longer advertise many of their best bargains. One reason for this is that many bargains consist of comparatively small lots or limited assortments. To advertise them would result in a "mob scene" in which not one customer in twenty would be able to get one of the bargains.

Another explanation is that the experience of these big stores has shown that it is a mistaken policy to be all the time advertising bargains. Not only because constant emphasis of cheap or out-of-date goods gives a poor impression of the store—but because it was found that many shoppers tended to keep away from the store unless they saw an interesting bargain advertised. Thus in recent years "non-advertised" bargains have become a feature and women have come to learn that they do not run across many of these bargains unless they get into the store occasionally. Thus they form the habit of coming to the store oftener than would perhaps be the case if they could rely on every interesting bargain being advertised.

Department stores would be the last people in the world to argue that advertising adds to the cost of the goods. Or that goods are specially-priced because they are unadvertised. The growth and maintenance of their business proves that the contrary is the case.

Benson Johnson Limited, Hamilton, are advertising office equipment in a few newspapers and magazines through the Hamilton Advertisers Agency.

Canada Differs

In an advertisement of a publisher's representative in a recent issue of *Printer's Ink*, a leading advertising agency is quoted as saying:—

"A firm advertising a food product in a United States weekly with a circulation of more than 100,000 in Canada showed a map of the United States to emphasize the statement made in the advertising copy, i.e., that their product was made in the United States for use in the United States. The manager of one of the largest and best grocery stores in Toronto gave orders on the day this advertisement was called to his attention that no more of the products advertised were to be bought."

While not questioning the accuracy of this incident as reported, it would be a mistake to assume that Canadian merchants were prejudiced against "products made in the United States for use in the United States." But it does provide an instance to show that the Canadian circulation of American magazines has not the same value as the American circulation, and in some instances may even prove a disadvantage.

Such examples emphasize the necessity for special Canadian advertising which carries with it the evidence that the advertiser is desirous of cultivating and is prepared to supply, a Canadian demand. This impression is not conveyed by the advertisements coming into Canada in the pages of American magazines, which are still looked upon by most Canadians as being "foreign" publications. It is a big mistake to consider Canada as "another state."

The Ontario Association of Architects is carrying on a cooperative advertising campaign urging the employment of qualified architects for all building operations. Advertising Service Company, Toronto, is in charge of the advertising.

Knight Metal Products Ltd., Toronto are resuming advertising in western farm journals for their auto power attachment. The copy is placed through Smith, Denne & Moore.

TO SECURE THE MOST FAVORABLE FIRST IMPRESSION

USE TWO-FOLD LETTER HEADS

The business man who receives a two-fold letter head is at once struck by its all-round superiority to the great mass of letters which his daily mail contains. This at once puts him in a favorable attitude toward the message the two-fold letter head bears.

TORONTO ENVELOPE CO's two-fold letter heads are proven business producers, as many big business houses know by experience.

Your printer will get them for you, with envelopes to match.

When ordering them from him, ask him if he is getting our little folder, "Quality and Service." He will welcome it each month, we are sure. Indirectly it will benefit you as well.

TORONTO ENVELOPE CO. Limited

119 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY

"GIBBONS KNOWS ADVERTISING"

MONTREAL TORONTO WINNIPEG

"If it's expansion you want—here's the whole Canadian West—a great market served by one great centre—Winnipeg

TALK IT OVER *with your* ADVERTISING AGENCY

Every recognized advertising agency is equipped with facts and figures about Western Canada. If your product is not being marketed in the Winnipeg Territory, an agency can tell you, or can find out for you, what demand you may expect, what competition, if any, you will meet, what sort of dealer influence you may anticipate. They will tell you, too, approximately what advertising appropriation you will need to break into this territory, and the papers in which it should be spent. At the top of the list—absolutely indispensable—will be found The Free Press.

The Winnipeg Territory, comprising one whole province and a prosperous slice of two others, is easily penetrated from the trade point of view if The Free Press is used as the backbone of your consumer campaign. An advertising campaign in its columns for one year will do the work of several salesmen, once distribution is complete. Plan your campaign before you enter the Territory, have it proofed, and use it as an introduction to jobbers and dealers. Consult an agency at once and get ready to penetrate the Winnipeg Territory this fall.

Winnipeg Free Press

Ask Any Advertising Agency

Eastern Representative: E. J. Guy, 302 Royal Bank Bldg., Toronto

Dominate Nova Scotia

THE
"MORNING CHRONICLE"
and
THE
"EVENING ECHO"
ARE

Nova Scotia's Greatest Newspapers

All advertising contracts for the "MORNING CHRONICLE" are accepted on a guarantee that the "CHRONICLE" has the largest morning newspaper circulation in Nova Scotia, combined with the "EVENING ECHO" exceeding 29,000 copies daily, 80% of which is delivered by our own staff of carriers or by mail direct to subscribers, in the City of Halifax and the Province.

YOU CAN DOMINATE the entire Province thereby creating the maximum publicity at a minimum cost by concentrating through Nova Scotia's Greatest Newspapers ---the "HALIFAX MORNING CHRONICLE" and "EVENING ECHO".

"A Guarantee With Every Contract"

The
Chronicle Publishing Company, Limited
HALIFAX, NOVA SCOTIA

Member Audit Bureau of Circulations

Combining elegance with wearing qualities, Devlin Furs are true to to-day's spirit of sensible economy

THE R. J. Devlin Co. LIMITED

76 SPARKS STREET,

HOME OF "THE FUR BEAUTIFUL"

The scrupulous attention paid to every detail of the season's vogue makes Devlin Furs a necessity to the woman of refinement and fashion

THE R. J. Devlin Co. LIMITED

76 SPARKS STREET

HOME OF "THE FUR BEAUTIFUL"

In the 56 street car systems throughout Canada in which we control the advertising, you will find the advertisements of the most progressive merchants as well as the leading manufacturers.

This combination of publicity where every advertisement has "preferred" position, provides an irresistible appeal to the buyer.

There is no question about the success of Street Car Advertising; it is merely a matter of **degree** of success—dependent upon the appeal you put in your 11" x 21" space.

The miniatures above are reproduced from a series of street car cards run in Ottawa for the R. J. Devlin Company, Limited, Furriers.

Right up-to-the-minute in style, the illustrations helped the campaign to immediate success, and sustained it throughout the entire season.

Conspicuousness, enormous circulation and low cost are perfectly combined in Street Car Advertising.

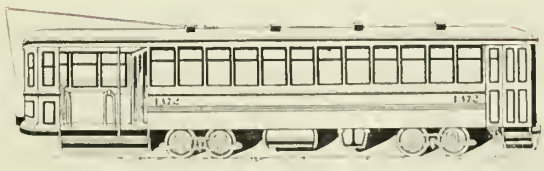
The Canadian Street Car Advertising Co., Ltd.

TORONTO OFFICE
TEMPLE BLDG.

EXECUTIVE OFFICE
BANK OF OTTAWA BLDG.,
MONTREAL

WINNIPEG OFFICE
UNION BANK BLDG.

This Salesman
—Never Eats
—Never Sleeps



—Works Hardest
—Costs Least
—Accomplishes Most

So They Called the Expert In

Fred Brock of Baxter and Company was a good Office Manager. That was an acknowledged fact, both among his business associates and the boys at the club. People discussed his organizing ability and the capable staff with which he had surrounded himself.

ONE thing troubled Fred, though: his filing system and certain details of office routine. In the rush of two years of unprecedented business he'd no time to re-organize his system. As a result it had become unwieldy; papers were becoming increasingly difficult to find; complaint reports were coming in with greater frequency from the "Chief" and other department executives, so Miss Thompson, the filing clerk reported.

That was just a year ago—before Fred Brock called to his aid the System Service Expert of "Office Specialty". His business day is much pleasanter for him now—since the "Office Specialty" System Expert analyzed his existing systems and submitted a plan that would not only remedy the immediate trouble, but make ample provision for natural expansion for some time to come.

This is the type of expert service that "Office Specialty" is rendering to its thousands of clients to-day— a concrete service backed by the resources of a centralized System Department whose cumulative experience in solving filing and record-keeping problems in many different kinds of business is offered to you in your individual problem without fee or charge, or without reservations of any kind.

SYSTEM SERVICE

"Office Specialty" System Service Experts are men who merit the name *expert*. They are trained, practical men. They will gladly make your office routine, record-keeping, or filing problems their own. Their value to themselves, and to us, depends upon the value of their service to you.

Put your office routine or record-keeping problem up to our nearest Service Store.

THE OFFICE SPECIALTY MFG. CO. LIMITED
Home Office NEWMARKET Canada

Export Sales Office—360 Broadway, New York City

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Calgary Vancouver

OFFICE SPECIALTY
FILING SYSTEMS

Volume XIV. Number 7 *Toronto, July 1st, 1920*

Marketing and Business Management

Edited by W.A.Lydiatt

Buying Space For You

There are four things for which you rely on the Space Buyer—advice as to media; the spaces to be used; the frequency of insertion; and the rates to be paid.

Since all of these directly affect the amount to be invested, experienced advertisers are coming to rely more and more on the agency with the greatest space-buying power, the widest experience. and the established record for securing results—

A. McKIM, LIMITED

Advertising Agency,

Montreal Toronto Winnipeg Hamilton London, (Eng.)

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA

20 Cents a Copy

JULY 1st, 1920

$2.50 a Year

The motorist is particularly amenable to out-door advertising. Posters reach him in country or city at a time when his mind is most open to suggestions regarding motoring equipment.

Perhaps this is why so many manufacturers of automobiles and accessory products use posters to create a series of the favorable impressions which stimulate sales.

The Dunlop Tire Company is a consistent user of poster advertising in its nation-wide campaigns.

ANY advertisement, to be successful, must first attract attention.

When you use posters you are SURE they will be seen—by everybody.

No chance of their being overlooked by anybody.

Color, conciseness, commanding size and continuity plant the multiplicity of impressions from which sales grow.

Every poster is in preferred position.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative.

Poster Advertising Association
OF CANADA

OFFICIAL REPRESENTATIVES

E. L. RUDDY CO., LIMITED	11 E. Wellington Street	TORONTO
A. R. KENT	Kent Building	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
HARRY DUKER, LIMITED		VANCOUVER, B.C.
GOULD-BAIRD POSTER CO.		HAMILTON, ONT.
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
CANADIAN POSTER CO	Lewis Building, St. John Street	MONTREAL

W. W. SCANE, Secretary, CHATHAM, ONT.

Maclean's Magazine Goes Direct To Source of Sales Influence

Advertising in Maclean's Magazine enables the advertiser to send a highly efficient sales force into 2945 communities in Canada, at one time---and at one small cost.

We want to emphasize the fact that Maclean's facilitates distribution, nationalizes products and institutions and sells merchandise at low cost per sale. It enables advertisers to concentrate on preferred prospects. It minimizes waste effort. It wields a powerful influence on both sides of the counter.

Maclean's offers concentrated advertising energy plus nationalizing influence in abundance. It offers an opportunity to create Dominion-wide prestige for any worthy merchandise or service.

Do not overlook the fact that Maclean's is one of the outstanding magazines of North America. It is read chiefly by outstanding citizens in each community. A study of our subscription records substantiates that statement.

80,000 Copies are necessary to meet the twice-a-month demand for Maclean's

Advertising in Maclean's drives home salient sales facts in a big way. Place it first on all Canadian advertising lists.

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

143-153 University Ave. - - Toronto, Canada

An Exploded Fallacy

Someone said "the farmer does not buy in the summer"—and the rest believed it.

Because it seemed reasonable to the average advertising man he was willing to accept as true the idea that farmers do not buy in normal quantities during the summer.

The exceptional advertisers are those who investigated the Western Canada field and ***because they know,*** consistently use large space throughout the summer. The results produced assure them they are right.

Actual statistics prove that farmers put in operation more ***new*** equipment and new ideas during the summer than at any other time. Reasons confirm this finding.

Summertime is improvement time. The six weeks of July and early August are a breathing spell in which improvements must be installed or introduced. The advice we have been giving him is now applied to purchases of equipment, fence, paint, automobiles—in fact all conveniences, comforts and luxuries.

He has learned "good farming" from The Nor'-West Farmer. The fruit of our efforts is now ready for your gathering. It is to our pages he will look for buying guidance.

Published to Promote Good Farming

Ask any Agency or us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

WINNIPEG CANADA

Member A.B.C.

Eastern Canada Office
95 King St. East, Toronto, Ont.

Eastern United States Office
381 Fourth Ave., New York, N.Y.

Everywoman's World
100,000 CIRCULATION
A.B.C. Membership

A Home Line 3,000 Miles Long

¶ Homes in which Everywoman's World and La Canadienne are read would stretch for 3,077 miles, placed one after the other on the average length lot of 130 feet—equal to a line from Montreal to Vancouver.

¶ 53.4 per cent. of subscribers of Everywoman's World own property having an average value of $8,167.

¶ Everywoman's World and La Canadienne go to the purchasing agents of that home-line representing more than three-quarters of a million consumers.

¶ You will be sure of your share of their business when you appeal to them through the Continental Combination.

La Canadienne
25,000 CIRCULATION
A.B.C. Membership Applied For

Eldorado

There are about **514,484** people in Nova Scotia. About **400,000** are of British descent, **50,000** French; the rest foreigners.

If origin of population interprets buying habits to you, then these facts are clear about Nova Scotians.

1. The people are constant in habit and continue the buying of a thing once it is well introduced to them.
2. They are great lovers of their homes. They not only live indoors, but all over the house.
3. They are always ready to spend money to improve the appearance of their homes inside, if not always on the outside.
4. They are large consumers of table condiments, sauces, spices pickles, jams and preserves.
5. They place great reliance on the word of the local merchants.
6. The local merchants are big users of advertising themselves, consequently they watch the advertising of manufacturers closely.
7. They are omniverous newspaper readers, and inclined to pay as much attention to advertisements as to news.

It is this sound knowledge of our constituency, that has enabled us to make the most interesting and widely read newspapers east of Montreal.

In the morning we cover the business men of Halifax and the Province through The Morning Herald. In the evening we sell more copies of The Evening Mail in Halifax than there are homes. *That tells its own story.*

. . . . . .

On Saturday night we publish The Sunday Leader. This is one of the most comprehensive, interesting and lively weekly newspapers in Canada; ranking as high in its field as does the The Toronto Star Weekly or the Montreal Standard in its field.

Rates on application to any Advertising Agent, or direct from us.

The Halifax Morning Herald
The Halifax Evening Mail
The Halifax Sunday Leader

July 1st
1920

W. H. DENNIS,
Business Manager

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIV, No. 7 TORONTO, CANADA JULY 1st, 1920

WORLD'S ADVERTISING INTERESTS MEET IN NOTEWORTHY CONVENTION

Indianapolis meeting considered most successful yet held by A.A.C. of W. Seriousness marks well-attended sessions, productive of many constructive and stimulating ideas. Canada well represented. Atlanta wins next convention. Otis new president.

THE sixteenth annual convention of Associated Advertising Clubs of the World, held in Indianapolis June 6th to 10th, was marked by a seriousness of purpose, absence of frivolity and "brass tack" talks in the many sessions which must have proved a disappointment to any who looked forward to a jollification, good time, entertainment or circus stunts. For of these characteristics of so many conventions there were none. If previous conventions could be criticised for over-doing the entertainment, at the expense of the serious business of the gathering, the Indianapolis convention will go down in history as having swung to the other extreme, and delegates have had a taste of what it means to "cut out all the nonsense" and get down to business.

There were many who missed the opportunities for social intercourse and good fellowship which have been afforded by previous programmes. Much of the attraction of such a gathering to many advertising men is the opportunity for meeting friends or making acquaintances from distant parts. There are many, too, who feel that the day's sessions of serious business discussions is best digested if balanced with a little dessert of a social sort such as sweetens the remembrances of other conventions.

But the programme committee was asked for a "brass tacks" convention, and took the instructions literally. It is doubtful if four days of any other business man's convention were ever more crowded with practical and constructive discussions. For in the four days there were no less than 51 meetings scheduled and held, not including special committee meetings and caucuses of delegations. These included seven general sessions on Monday and Tuesday mornings, Wednesday morning, afternoon and evening, and on Thursday morning and afternoon. Monday and Tuesday afternoons were taken up by sessions of the various departments and conferences.

A new feature of the programme was the inter-department sessions at which all the delegates were privileged to hear the best of the addresses previously delivered at the respective departmental meetings.

The exhibit was again one of the most appreciated features of the gathering, and many were the ideas taken away by those who studied it. Most interesting of the exhibits were the three complete campaigns, one of the General Electric Company, one of the Columbia Graphophone Company and one of the Wm. H. Block department store of Indianapolis. These campaigns were explained at Wednesday night's session by the advertising manager of each concern, and many visitors were given a new insight into how big campaigns are planned.

Canada's Representation

Delegates were present at the convention from Great Britain, in the persons of Charles F. Higham, M.P., W. S. Crawford and T. B. Reinhold, also from South America and China. Canada was well represented, from Halifax to Edmonton, the following being registered:

Geo. B. Cooper, Journal, Edmonton, Alta.; E. A. Wilson, Nova Scotia Furnishing Co., Halifax, N.S.; Chas. S. Wiggins, Wiggin's Systems, Winnipeg, Man.; D. McEachern and wife, Huron & Erie Mortgage Corpn., London, Ont.; T. H. Yull and wife, Federal Advertising Agency, London, Ont.; F. W. Crabbe, Citizen, Ottawa; P. G. Cherry, Might Directories, Toronto; C. Elvins and wife, Imperial Life Assurance Co., Toronto; F. E. Galbraith and wife, Toronto; Walter E. Gunn, McConnell & Fergusson, Toronto; C. D. Henderson, Union Trust Co., Toronto; F. W. Hunt, Massey Harris Co., Toronto; J. S. Murray, Murray Printing Co., Toronto; E. G. Skirrow, Dunlop Tire & Rubber Co., Toronto; D. J. Beatty, Northern Electric Co., Montreal; H. S. Beecher, Gillette Safety Razor Co. of Canada, Montreal; D. C. Ronalds, Ronalds Press & Adv. Agency, Montreal; A. G. Tait, Royal Bank of Canada, Montreal; D. L. Weston, Jas. A. Ogilvy's Ltd., Montreal; C. P. C. Worman, Royal Bank of Canada, Montreal.

Canada was represented on the Resolutions Committee by T. H. Yull of London, and on the Nominating Committee by F. W. Hunt of Toronto. D. McEachern of the Huron & Erie Mortgage Corpn. was elected a director of the Financial Advertisers' Association. F. W. Stewart of the Montreal Publicity Association was re-elected Vice President of the A.A.C. of W. for Canada.

The number of Vice Presidents was increased to fifteen, and there was talk of splitting Canada up, placing the West and East under nearby U.S. Vice Presidents of divisions, but upon the urging of Canadian representatives this was not done, Canada being left a unit under the Vice Presidency of F. W. Stewart.

Atlanta Gets Next Convention

Atlanta, Ga., Des Moines, Iowa and Milwaukee, Wisc., were competitors for the 1921 convention, and the southern city was selected by a

vote of 63 to 19. Des Moines appeared in the competition as a latecomer and "dark horse" and ran a series of page advertisements, but secured only four votes. Two clubs voted for Shanghai, China.

Charles A. Otis of Otis & Co., investment bankers, Cleveland, Ohio, was elected President, and P. S. Florea re-elected Secretary-Treasurer. Wm. H. Johns of the George Batten Co. and Geo. W. Hopkins of Columbia Graphophone Co. had many strong boosters for presidency, but could not be induced to accept nomination.

Growth of the Association

Since the convention in New Orleans last September the individual membership of the Association has increased from 11,495 to 17,598, and the sustaining members from 555 to 676, according to the report of Secretary Florea. Last September there were 151 clubs represented in the Association. Now there are 168.

At the close of the last fiscal year the sustaining membership support was $37,029 and $21,478 in special vigilance fund memberships, as compared with $10,828 in sustaining memberships and $53,525, in vigilance support at the time of the convention. The most extensive of the Association's activities are in connection with the vigilance work, in which notable results have been achieved. The committee has carried on a constant barrage through correspondence, handling hundreds of individual cases each of which has wielded an important influence in its own sphere.

The Secretary also referred to the organization of the Associated Advertising Clubs of Australasia already under way, to be affiliated with the A.A.C. of W. He also announced for early publication two more great books on advertising, one on the movement for truth-in-advertising by Merle Sidener, the other dealing with the economics of advertising, being prepared under the direction of Paul T. Cherington with the cooperation of men expert in every important field and phase of advertising.

Confidence Necessary

Prominent in many of the addresses was the emphasis placed on the continued necessity for keeping advertising free of frauds and those more innocent misrepresentations which undermine public confidence. What might be said to be the keynote of this, as it has been of past conventions, was struck by Richard H. Lee, counsel to the association, in his address at the opening inspirational meeting on Sunday afternoon. It has been said before, and must be repeated many times again, because it will remain fundamental to the success of all advertising and should be kept prominently before all advertisers and advertising workers.

"The chief asset of advertising," said Mr. Lee, "is reader confidence. Without reader confidence there would be no such thing as advertising. Reader confidence means returns to the advertiser. Circulation with reader confidence is an asset. Without it, it is a waste. It is far better to reach one reader and make a sale than to reach ten readers without a sale.

"Advertising is nothing more nor less than marketing. It is the modern means of contact with the public, and it has displaced to a large degree the traveling salesman through whom personal contact with the buyer was once made. The old fashioned claim of big circulation with nothing to support it is no longer attractive. Advertisers to-day are asking the source of circulation. They are inquiring as to the possibility of sales, and they have discovered that the medium with reader confidence behind it is the only medium worth while.

"When you stop to reflect on the part which advertising now plays in the marketing of products throughout the country, you get some sort of an idea of the tremendous business force which advertising has become. You also get some conception of what it would mean if advertising should become so badly impaired through lack of reader confidence as to cease to be of value as a medium for contact between the advertiser and the public.

"Sixteen years ago, when the Associated Advertising Clubs of the World was formed, advertising was not considered a business. They called it a 'game,' and the men gathered in those early conventions when they discussed anything connected with advertising, discussed such questions as whether it was advisable to print it in colors, and whether direct-by-mail methods were economical. Then one day arose the question as to what was the matter with the drawing power of advertising, and someone wanted to know why it was, when copy was written offering bargains which competitors could not meet, the public did not rush in and buy. Every man in that convention had the same thought in his mind. Previously it had seemed unanswerable and no man had made bold up to this time to ask the question. They finally decided to appoint a committee to survey the situation and report back to the convention just what was wrong with the drawing power of advertising.

"That committee reported that, in their opinion, the trouble with the drawing power of advertising lay in the fact that it was being so misused by a small but very active number of advertisers, that it was gradually losing reader confidence. Then came the question as to just what should be done to stop the misuse of advertising, to restore reader confidence in advertising, and thereafter to protect it.

The speaker went on to tell of the organization and development of the vigilance movement in the A.A.C. of W., reporting in detail some of the conspicuous frauds which had been run to earth, and of the less conspicuous but much more numerous cases in which prosecution was not necessary. "Do not get the impression," he said, "that prosecution is the big end of the work of the A.A.C. of W. We have three methods of handling these matters, first 'suggestion,' second 'publicity' and third 'prosecution'."

"Under the first we handle fully ninety-five per cent. of all the cases which come into our hands. These are the cases that deal with legitimate business institutions, errors, mistakes of judgment on the part of employees, and matters of that sort. We call these matters to the attention of the house involved, and in practically every case receive a reply thanking us for calling it to their attention, stating that the matter has been corrected and will not be repeated, and we close our file. Under the second heading we handle the fellow who would like to have you believe that he is the same kind of business man as yourself. He likes to meet you at the club with his head up, but every time he gets a chance to put a little something over he does so. We usually begin with this fellow in the suggestion class, but when we finally come to the conclusion that putting something over is part of his method of conducting his business, we apply a dose of publicity, and we have found it very effective. In the third class, that of prosecution, we handle all cases such as those I have been telling you about—men, who if they were not misusing advertising, would be picking pockets, burglarizing banks or scuttling ships.

"Perhaps the most valuable part of the work which we have done lies in the discovery that business is honest. The misusers of advertising before our work began were so glaring, so outstanding, that it was the common belief that most advertising was untrustworthy. If our work had done nothing other than to reveal the fact that advertising in the main is trustworthy, it would justify the work we have done. We discovered that it was the noise made by the misusers of advertising which had led us to believe that it was being generally misused, and we have found that in numbers the misusers of advertising are comparatively small; that business is not only honest, but that it is exceedingly jealous of its standing with the public.

"That is why it is always to the advantage of the purchaser to buy an advertised product. A business man with half a vision, spending money in advertising to induce the public to buy his product, is not going to jeopardize the investment he has made in that advertising by permitting the customer to be dissatisfied. The reason why legitimate business has come so heavily to the support of the movement for Truth-in-Advertising is because they realize that the misuse of advertising reflects on all advertising, that when the public lose confidence, they do not lose confidence in some one particular piece of advertising, they lose confidence in all advertising; and the legitimate advertisers of America are interested in seeing that the buying public do not lose their confidence in advertising. Advertising has replaced the salesman of yesterday, and no merchant is careless in the selection of his salesman. He realizes that those who only come in contact with the salesman form their impression of his company from the appearance of the salesman. If the salesman wears a red necktie, then the house wears a red necktie. If the salesman is a loud-mouthed, blatant fellow, that is the kind of a house he represents; and if the salesman is untruthful, the house is untruthful,

Advertising is nothing more nor less than a salesman.

"And now in conclusion let me leave with you three thoughts. I never miss the opportunity to mention it. They are my creed in this movement, and I want you to make them your creed and preach them as I have preached them.

"First, the public has a right to believe the advertising which it reads. A reporter may draw upon his imagination to make a news item more interesting and he does comparatively little harm; but I say to you that the advertising man who tells what is not true about the goods his boss makes, and concerning which he is in a position to learn anything, lies, and he lies to make money.

"Second, the advertiser has a right to have his advertising believed. What one of you men or women, if you had purchased a home in a restricted residence neighborhood and someone had purchased a parcel in that particular neighborhood for some undesirable purpose, would not yell loudly at the depreciation in the value of your property? Then why, why in the name of common sense, do business men, with everything they have in the world invested in their business, who depend upon the confidence displayed in their printed word for the very sustenance of their families, why do they accept as neighbors in any advertising periodical some low, vile, loathsome, indecent piece of medical copy, some lying piece of financial copy, or any other kind of untruthful copy that casts a shadow over every word they say about their own legitimate business.

"Last, but not least, let me say to you that the periodical which will knowingly accept, print and foist upon its greatest asset, its reader confidence, any piece of advertising copy which is false and fraudulent is guilty of nothing more, nothing less, than being a party to the crime of obtaining money by a false pretense."

Convention Opened by First Advertising Man

AS fitted the thoroughly business-like character of this year's gathering, all of the sessions opened promptly on time—and the delegates were there, on time, too. At precisely 9.30 Monday morning the convention hall was comfortably filled and the crowd called for things to begin. "The first advertising man" in the costume of a town crier, appeared before the curtain and formally opened the proceedings with this novel form of announcement:

Hear ye! Hear ye!
Drone and early riser!
Oh, yes; Oh, yes!
Merchantman and miser!
Hear ye! Hear ye!
Counsellor, adviser!
I'm the fellow you all should know,
Come from the days of long ago—
The original advertiser!
In bygone days I cried my wares
In markets, malls and public squares!
I found the lost, I warned of fires,
I sold the goods of sons and sires!
I droned the sad, I sang the gay,
I belled the birth of a newborn day!
And now I come to ring to you
A Joyborn Hoosier "Howdy do!"
Oh, Advertisers of the World
Glad welcome's banner is unfurled,
And just to show we're up to date,
A wonder town in a wonder state,
We're going to show you—yes! Oh, yes!
The magic land of business!

The curtains then parted and disclosed a stage setting to represent the director's room of a business office, with President Donnelly and other officers and speakers seated around the table. The President felt called upon to make excuses to the audience for being a few minutes late in opening the meeting. The preliminaries quickly over, he introduced Joseph French Johnson, dean of the New York University School of Commerce, Accounts and Finance, and president of the Alexander Hamilton Institute, who spoke on "Advertising as an Economic Force."

"Wherever there has been progress in the past," he said, "advertising has led the march, and where nations like China have existed for ages in stagnation, advertising has been almost unknown.

Creates Demand for Goods

"As an economic force advertising gives birth to new wants and so creates an economic demand for more goods, thus tending to increase the demand for this labor. Economists commonly say that the manufacturer creates 'form utilities,' and that the railroads add 'place utility' to goods. No matter how wonderful your invention or how fine the quality of your goods, people will not buy unless they know what you have got. Therefore, you simply must advertise."

"Advertising is a part of the selling function," declared L. D. H. Weld, manager of the commercial research department of Swift & Co., Chicago, the next speaker, "The manufacturer, if he chooses," said Mr. Weld, "may employ neither salesmen nor advertising, in which case he may as well shut up his factory; or he may employ salesmen alone, which means heavy selling expenses, especially if a nation-wide market is to be obtained; or he may supplement the activities of salesmen with advertising, which reaches a much wider field with greater frequency; or, in some cases, he may employ no salesmen at all and rely entirely on advertising.

Method Most Economical

"Advertising, therefore, furnishes a more economical and effective method of creating demand and of extending the market for the commodity advertised. The consumer bears the expense of an efficient machine in the factory. In other words, he is bearing less expense than would be necessary if a less efficient method of selling or of production were in use.

"It follows that a judicious and effective use of advertising results in lower unit selling costs than would be possible if the same volume of consumer demand were created in any other way. Advertising not only reduces selling costs by creating a greater demand for the same expenditure and by requiring less selling effort on the part of individual salesmen, but it also reduces manufacturing expenses by making possible large-scale production, by bringing about a standardization of commodities and by transforming seasonal demands into continuous and year-round demands.

"Advertising has made it possible for manufacturers to quit making hundreds of different styles of articles, according to the specifications of individual jobbers or retailers, and to substitute a limited number of standardized styles and shapes and quantities, which can be run through the factory at the lowest possible expense and in quantity production. It has helped to make the market for automobiles a twelve-month proposition instead of a three-month proposition. It has made it possible for department stores to reduce their overhead expenses by increasing their sales on certain days of the week, and during the forenoons when their salespeople would otherwise be only partially employed."

Must Satisfy Sense of Sight

E. G. Weir of the Beckwith Company of Dowagiac, Mich., in a most instructive and well-delivered address, declared that sight is of first importance in merchandising.

"A moment's thought will tell you," he said, "that beauty, style ornamentation, in fact, all the expressions of modern civilization that represent the largest possible outlay of money, have to satisfy the sense of sight. If this was ignored, all demand for the higher interpretation of the merchandising art would immediately cease. Therefore, first in importance is the sense of sight, then the sense of hearing, and third, the sense of touch.

"When we clearly perceive these few simple fundamentals in advertising and merchandising, when we intelligently apply them to any problem and work out, thoughtfully, the logical course, when we sense accurately the trend of the times and analyze, search and find out before we go ahead, when we co-ordinate every legitimate factor in the equation and then give the 'go ahead' signal, the answer is obvious."

Making Dollar More Effective

A plea for longer legs for the advertising dollar was made by A. H. Deute, advertising manager of the Borden Sales Company, Inc., of New York city.

"We can not counsel smaller advertising appropriations," he said. "We can not consider reduced expenditures for advertising, but we must see to it that more is done with the appropriation, that the advertising dollar is made more effective—that the advertising dollar is given longer legs.

"But separate and apart from making space count more heavily and making printed matter count more heavily and dealer helps count more heavily, there are other factors in the development of the advertising campaigns which must to-day have more thought than ever before, because each one of them will help to give the advertising dollar longer legs.

"We are apt to feel that the appeal of our advertising is only toward the consumer and indirectly toward the dealer and jobber. Or maybe we feel that its main job is to whip the dealer into line. And if the latter is our objective, then we are not advertising at all, we are fooling the trade and ourselves.

"But besides those two legs on the advertising dollar—the consumer leg and the dealer leg, we can put on another leg—the influence upon our

own people in the manufacturing department."

Co-Operation With Employes

Tim Thrift, advertising manager of the American Multigraph Sales Company, discussed a unique relation between the workmen in his plant and the advertising program of the company. He declared that when an enlarged advertising campaign was proposed, the question of increased production was taken up with the employes and thoroughly discussed, and through the co-operation of the two forces the sales were increased.

"So far as we know," he said, "this was the first time an advertising campaign was ever put to the workers of a plant for a 'yes' or 'no' decision. The experience was illuminating to us. Perhaps it will furnish you with food for thought.

"You've heard it said, in times past, that advertising—good advertising—elevates the quality of a product. In other words, if a product is not quite up to the claims made for it by its advertising, it must be made good enough to justify those claims, or it passes out. Good advertising raises it to its level of goodness.

"But it seems to me that advertising men have been overlooking a big bet in not selling their advertising more thoroughly to the workers, not only for production's sake but for the sake of the business as a whole."

* * *

A memorial in commemoration of the late William Woodhead, formerly president of the association, was presented by Arthur G. Newmyer, associate editor of the New Orleans *Item*. The crowd stood in silent tribute to the memory of Mr. Woodhead.

* * *

At the Tuesday morning session E. T. Meredith, Secretary of Agriculture and an ex-president of the association, spoke on "The Advertising Man's Interest in the Department of Agriculture." "What agriculture has contributed to advertising, and what advertising has contributed to agriculture," would describe what proved a very instructive talk on the efforts of this government department to encourage production of many new, as well as more of the old, products that are advertiseable or advertised.

Farm Products in Advertising

"I do not believe it would be an overstatement of fact," Mr. Meredith said, "to say that the products of the farm, raw or manufactured, make a larger contribution to advertising space than all other industries and institutions. I am perfectly well aware that this is far from the popular conception of farm advertising. When most people think of what the farm contributes to advertising, they make a mental picture of a man with a few bushels of apples to sell, or a load of hay, or a cow and calf, and they see, as a result of it, a five-line local in some little weekly paper.

"Take the one item of cereals—breakfast foods and the like. Rolled oats, puffed wheat, corn flakes, puffed rice, macaroni, and 50 others I cannot remember just now, but which furnish copy for your advertising men every day in the year. If it were not for agriculture, there would be no wheat to puff, no corn to flake, no oats to roll.

"You carry a great deal of copy and a lot of pretty pictures of streaked bacon—superior breakfast bacons from almost as many plants as are engaged in the meat-packing business. And there are sugar-cured hams, chipped beef, sausage and all sorts of meat products. There are pickles and preserves, jellies and jams and baked beans, catsups and sauces, oranges, cotton and wool clothing, even automobile tires, shoes, leather, sugar, candies.

"I wish I could tell you all the things the Department has done toward increasing production, establishing new lines of industry, utilizing products that formerly went to waste, and developing better markets for those that could not be consumed where they were grown. Here is an illustration of what may result from developing uses for waste products. A few years ago in California, cull lemons and oranges—the kind that were not quite attractive enough to be sold as fresh fruit—were going to waste in tremendous quantities. The Department established a citrus by-products laboratory out there. To-day more than 20 manufacturing concerns are engaged in producing orange by-products. Their output last year consisted of approximately 6,000,000 pounds of marmalade, jellies and candied peel. In addition to that, a large number of lemon by-products plants produced 1,500,000 pounds of citric acid, more than 500,000 pounds of citrate of lime, and over 50,000 pounds of lemon oil."

Advertising A Necessity

"Advertising to-day is a necessity and an asset," said Edward N. Hurley, President, Hurley Machine Company, Chicago, and former chairman of the Federal Trade Commission, in another address at this session. "The time has arrived when the manufacturer and the merchant must carefully figure advertising cost and carry it in his budget as an expense, just as essential as rent or labor, properly charging it against each product and article. Advertising has been hurt by emotional appropriations—by spasmodic flares. For instance, some men still advertise only when they have spare money, and never put out a line when times are dull and they need business. The amount and nature of advertising is to be planned with the production scale. Only then can we stabilize manufacturing, merchandizing and advertising."

Mr. Hurley urged the establishing by advertising agencies of permanent accounts, predicting that in the future, advertising firms will employ accountants and cost experts to scrutinize the balance sheets of new customers, recommending necessary changes in their expense, so that the proper amount will be appropriated to care for advertising.

"Advertising of a thoroughly sound and scientific kind," said Mr. Hurley, "must of necessity cut out waste in order to give the most for the money which is business. I know of nothing that so cuts out the wastes of distribution as proper advertising, for it tends to reduce the heavy burden of sales expense by increasing the efficiency of the salesman. The wrong advertising is waste; the right advertising is money saving, and is essential to volume business.

"And therefore I further take it that we all agree that advertising is not primarily the science of making a noise, but is rather the science of giving just the right amount of aid in the distribution of the right amount of goods."

Urged Legislation

Mr. Hurley asserted that the congress should be called on to pass legislation looking to a thorough survey of jobbers and retailers and their merchandising costs, with a view to obtaining much needed knowledge on the cost of distribution.

"Engineers, scientists and the government, through the census," said Mr. Hurley, "have accumulated almost unlimited information on the volume and cost of production. Our government takes a complete census of the manufacturing industries of the country every five years, but we have never had a survey of our jobbers and retailers and their merchandising methods. There are no corresponding statistics on distribution, although it is twice as important from the standpoint of the consumer.

"Many statements have been made that our merchants are responsible for high prices. In justice to them we should determine the costs of distribution by the various methods and the volume of business transacted through the various channels. Attempts to make distribution more scientific and economical are blocked by lack of authentic data. We get only soap-box figures. It is high time that this important feature of merchandising should be carefully analyzed by our government, and I earnestly urge this great organization to recommend to the congress that a bill be passed providing for a special survey to be made at the earliest possible date, so that the question of the cost of distributing our principal products may be ascertained and settled."

Advisory Board Recommended

Mr. Hurley suggested that the bill provide for an advisory board of nine members to serve without pay, to be appointed by the secretary of commerce, and to be composed of representatives from such organizations as the A. A. C. of W., trade papers, magazines, newspaper publishers' associations, and jobbers and retailers, the board to co-operate with the secretary of commerce and the director of the census in preparing questionnaires and receiving information. The census should show, he said: Volume of wholesale sales, by lines of merchandise and by cities and states; volume of retail sales, in similar classifications; costs of distribution charged to broker, wholesaler, retailer, transportation, advertising, etc.; census of retail outlets, consumption statistics and distribution from industry to industry.

Mr. Hurley urged support of a privately owned merchant marine, pointing out what the United States shipping board has done, and the necessity for further advancement. In closing he made an appeal to his hearers as business men, to take a more active part in the national and state government.

Display Advertising

Work of display advertisers was discussed by C. J. Potter, of "The

(*Continued on page 378*)

BLAZING A NEW TRAIL IN INVESTMENT MARKETING

The investing public is told the facts of the project in a series of advertisements before being asked to invest. Based on an interview with W. J. Doherty of Graham Sanson & Co.

Adopting the prineiple that the investing public really wants to know all the facts about the industries they invest their money in, Mr. W. J. Doherty, Advertising Manager of Graham, Sanson & Co., Investment Bankers, has blazed a new trail in financial advertising and investment marketing that eneourages attention.

Financial advertising in Canada is still in its initial stage. It lacks "form and eomeliness." Its growth and development is seriously impeded by that arch fiend and interrupter of progress known as "tradition," and sometimes called "professional ethies."

Like the unwritten law in the professions whieh demands that many a carefully-trimmed light shall be hidden under a bushel basket, the unwritten laws that seem to govern the advertising plans and polieies of the finaneial advertisers generally —especially investment bankers and brokers—rob many a well-planned flotation of the complete success which would accrue to it if full liberty of aetion were given to those responsible for the advertising and publieity.

But the fact remains that despite the wonderful accomplishments of the Victory Loan Campaigns, and the lessons they taught us, finaneial advertisers still engage in their favorite pastime of running advertisements that are works of art *in what they do not say*. Yet the said advertisers often gladly pay a sureharge to get their advertisements inserted in their favorite position, in their favorite media.

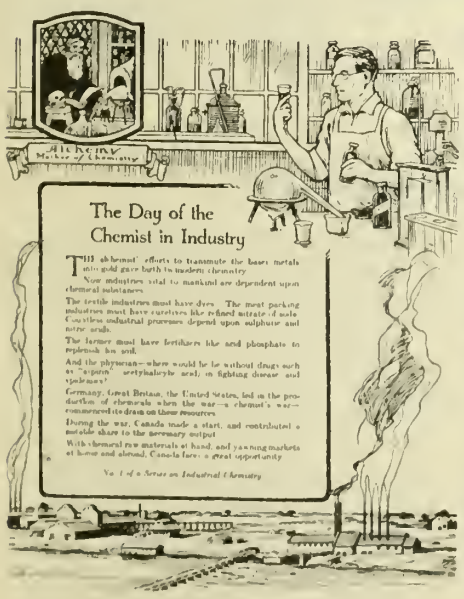
That old, old adage, "It's a long lane that has no turning," has long, long whiskers on it—but nevertheless it still offers us its philosophic comfort. It looks as though there is a turning point in the uninteresting pathway of financial advertising—and it is sincerely hoped the turning may lead us to things new and life-like—developments in financial advertising that will make us all stop, look and listen.

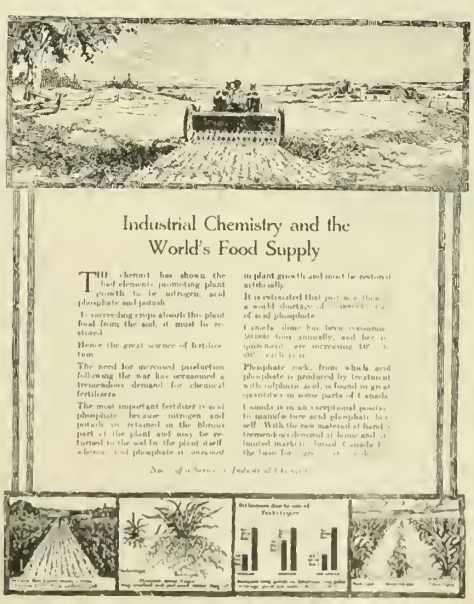
In this connection the advertising and marketing plans for the stock flotation of the Chemieal Products Limited, Trenton, Ontario, indicate just one of these turning points. They are replete with bright ideas and new departures in finaneial advertising. The plans had their genesis in the investment bankers' follow-up campaigns after the Victory Loan campaigns had got in their good work. While others were repeating old arguments re Victory Bonds, this advertiser's advertisements were saying new and interesting things about them. He was explaining certain points about them that the people still wanted to know—and he got results.

If this is good business for Victory Bonds, it is equally good for any other kind of seeurity, beeause investment buyers never object to being told everything about the investments they are asked to buy.

Deseribing his plans, Mr. Doherty points out that the clientele of an investment house consists very largely of brokers, agents, and bankers in Canada and the United States, business men, professional men and manufacturers in the cities and towns throughout Canada, all of whom are busily occupied in some other task aside from the buying of seeurities. For that reason they appreeiate being kept informed as to what is on the horizon in regard to investments. They are all kept informed of movements in the seeurities they are individually interested in. But when a flotation is projected these names are all placed on the mailing list for an educational campaign.

This phase of the campaign includes the sending of an advance letter to all elients and prospective clients. Not a long, dreary and uninterestingly printed eireular, but a neatly-typed letter containing as few words as possible, but with good information just erammed into it. The letter below—part of the plan of





Three of a series of eight 4 col. newspaper advertisements to arouse interest and confidence in a forthcoming stock flotation.

action in the campaign to sell securities for the Chemical Products, Limited, is a very good case in point.

WHAT DOES THE GROWTH OF THE CHEMICAL INDUSTRY MEAN TO YOU?

The Chemical Industry in Canada, during the past five years, has grown remarkably.

We shall soon offer you the opportunity of securing an interest in the largest Chemical concern of its kind in Canada. This Company is well established, both in the home market and in the export field, where it has secured world-wide connections.

Since 1916 this Company's output of pharmaceutical chemicals has been enormously increased, and its products have now a world-wide market. Its acid phosphate plant will be the only one of its kind in Canada. Its sulphuric and nitric acid plants are one of the finest in the continent.

The 8% Cumulative Participating Preferred Stock is preferred both as to assets and dividends. No mortgage indebtedness. Dividends payable in New York funds. A substantial bonus of Common Stock will be given.

Do not invest your funds until we send you full particulars. So far as we are aware, this is the only opportunity given to investors to share in the profits of the Chemical industry.

GRAHAM, SANSON & Co.

Such letters point out the nature of the flotation that is coming along—and state why prospective buyers would be well advised to refrain from investing their funds elsewhere until they receive full particulars regarding the flotation announced.

Then follows in order of sequence the advertising campaign—not an ordinary campaign consisting of stereotyped announcements of securities and their list prices—but a campaign that tells the public the whys and wherefores of the flotation, what the industry is, what it does, what it aims to accomplish.

The initial advertisements do not set out to sell securities, but rather to talk of the part chemistry plays in modern industry.

The advertisement entitled "The Day of the Chemist in Industry" breaks the ground for the educational series that is to follow. It talks of mankind's dependence on chemical substances, of the raw materials at hand and "the yawning markets at home and abroad." It is calculated to awaken the public mind to an all-important fact of industrial development; but it, as do following advertisements, wisely refrains from telling the reader that the advertiser will have securities for sale. This is good psychology. The results should prove far greater than had the campaign started with the bold statement that the investments bankers had certain securities of the Chemical Products, Limited, on the market.

Then follows a series of advertisements that gets down to particulars of Industrial Chemistry—telling the story of its various departments and their influence on our daily lives. But not until the ninth advertisement has appeared does the campaign refer to the company and its Manager, Mr. A. H. C. Heitman, a chemist of international repute. Then follows "The story of Chemical Products, Limited" and what the future holds in store for it. But again not until the story of the industrial phases of the Company is completely told is the announcement made regarding the securities for sale. The plan of the promoters was to tell the investing public the facts of their project before they are asked to invest, and the story has been unusually well told.

The advertising world has a particular interest in this very interesting campaign in that it sets an example to financial advertisers to have done with hoary tradition and resort to measures real and life-like for the greater profit of their clients and themselves.

* * *

Advertising for the Canadian Aladdin Company, manufacturers of "Readi-Cut" Houses, is being placed by the Fred M. Randall Co., of Detroit.

The Story of Chemical Products, Limited
THE story of Chemical Products, Limited, is a business romance. Realizing the basic nature of the chemical industry and its big possibilities, Canadian enterprise and resourcefulness launched, in 1916, the company known as Chemical Products of Canada, Limited.
The company began the manufacture of a wide variety of pharmaceutical chemicals.
Its products rapidly achieved a national distribution, and the export markets quickly absorbed all it could send. Production was increased five-fold, and still fell short of demand.
All this in face of war-time difficulties and United States competition. Could there be a finer tribute to Canadian enterprise?
Growing demand made expansion necessary. In 1920, a new company was formed. Its property at Trenton Ontario, covers 235 acres, and includes one of the largest and finest sulphuric and nitric acid plants on the continent.
The acid phosphate plant—which will be the only one of its kind in Canada—will produce up to 100,000 tons of acid phosphate for fertilizers yearly. The output of pharmaceutical chemicals is being increased.
Chemical Products, Limited, has thus grown to be the largest concern of its kind in Canada. If orders are a criterion, many years of prosperity lie before this pioneer in Canadian chemical industry.
Our Monthly Review, "The Income Builder," contains a special report on the Chemical Industry in Canada and its future. Ask for a copy
CHEMICALLY PURE
Sulphuric Acid
Nitric Acid
Acid Phosphate
Aspirin (acetylsalicylic acid)
Oil of Wintergreen (synthetic)
Salicylic Acid
Sodium Salicylate
Phenacetin
Paramido Phanol
Potassium Permanganate
Ammonium Chloride
Epsom Salts
Refined Nitrate of Soda
Arsenic Acid
Sodium Acetate
Acetate Anhydride
Glycero Phosphates
GRAHAM, SANSON & CO.
INVESTMENT BANKERS
Members Toronto Stock Exchange
Toronto General Trusts Building
TORONTO

The ninth advertisement is one of four dealing specially with the Company

* * *

Clothing Men Decide to Advertise

AT a meeting of the executive of the clothing branch of the Retail Merchants' Association of Canada held in Toronto, and attended by representatives from many other Ontario centres, it was decided to endeavor to form a Dominion Association of Retail Clothiers.

A committee was appointed to communicate with the various secretaries of the provincial associations urging their influence and effort in favor of forming the new Dominion Association. It will take considerable time to secure the decisions of the various local associations in each province, and further time to complete the organization effort, if favorable decisions are made; therefore it will be well along in 1921 before a preliminary meeting of the new association can be held.

One of the most interesting features of the meeting was the decision to commence a publicity campaign to show the public that there are well-founded and sufficient reasons which clothing men are not ashamed of, and due to conditions over which they have no control, for the high cost of clothing. This publicity campaign will be started in Ottawa and Toronto, from which centres it is likely to spread to other centres. In this way it is hoped to counteract the impression seemingly fostered by the press that everyone connected with the clothing business is a profiteer.

MARKETING has repeatedly urged the advisability of such action on the part of various groups of business men, who have been under fire before the Board of Commerce and in the press. The best way to counteract the unfavorable attitude of the public toward business in general is to come out frankly and tell the public *why* present prices do not represent profiteering, if such be the case. And the best way to do this is to use display advertising in the columns of the daily press.

The Toronto and Ontario Field

Canada's Greatest, Most Productive and Most Accessible Market

THERE is no other section of its size in Canada where so much business is done every day as the Toronto and Ontario newspaper field, with a radius of a hundred miles from The Globe office.

No other section is so closely populated, has so high a per capita production, such wealth and high living standards—and such needs and desires for the BEST, as exemplified by the advertised product.

There is no other section where advertising costs less in proportion to what it does.

Ontario excels all other Provinces in the variety and value of her products.

Ontario's industrial payroll and manufacturing production are more than one half those of the entire Dominion.

Ontario produces more agricultural wealth than any other Province. It is the greatest fruit-growing section in the Dominion.

Ontario consumes more than one half of the Dominion's imports entered for home consumption.

Over one half the rural mail delivery of Canada is located in Ontario.

Toronto is Canada's greatest publishing centre. Her mediums cover this Toronto and Ontario field with thoroughness—but none more thoroughly than The Globe.

More than 95% of The Globe's total circulation is in the province of Ontario.

It covers, to a degree not approached by any other paper, the most profitable and easily accessible market in Canada.

IT is the general advertisers of Canada who have demonstrated that The Globe is the greatest and most profitable medium for general advertising in the Toronto and Ontario field.

In the first four months of this year, the general advertisers placed in The Globe more general advertising than in any other Toronto paper.

In 8 out of 13 classifications, The Globe led all other Toronto papers;

In 11 out of the 13 classifications, The Globe led all other morning papers. It dropped behind on Patent Medicines and Oil advertising;

In Automobiles and Accessories advertising, it carried 25% more than both its morning competitors combined;

In Financial advertising it excelled its principal morning competitor by 25%;

In Resorts and Travel, Books and Publications, and Educational advertising it greatly excelled all other morning papers combined.

Advertising concentrates where it is most profitable. These shrewd, astute advertising buyers buy The Globe first because it pays best.

Let us tell you further about the Toronto and Ontario market and the facilities for covering it.

The Globe is Monarch of the Toronto and Ontario Field

The Globe is a Business success because for 76 years it has been an Editorial success.

It is placed by all who are in a position to judge in positively ***first place*** *as an editorial force in Canada.*

It is the Home Paper in nearly ninety thousand homes. In some of them it has been a daily visitor for more than two generations.

Not a single reader of The Globe has ever been secured by a premium or circulion contest. No morning paper in Canada, without the use of premiums, has ever attained one-half The Globe's circulation. Even with premiums, no other morning paper approaches The Globe in circulation by many thousands daily

The Globe's business progress is based upon its editorial progressiveness, and Globe circulation is maintained on editorial merit only.

The Globe

W. G. JAFFRAY, President **WM. FINDLAY, Bus. Mgr.**

TORONTO

Member Audit Bureau of Circulations

Branch Advertising Offices

UNITED STATES
Verree & Conklin, Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.

CANADA
EASTERN OFFICE
303 McGill Bldg., Montreal, Que.,
J. R. Hamilton, Mgr.
WESTERN ONTARIO OFFICE
22 Main St. E., Hamilton.
J. P. McBride, Mgr.

GREAT BRITAIN
T. R. Clougher, Royal Colonial Chambers
17 Craven St., London, W. C.

NEW TAXES AFFECT SELLING IN CANADA

Business interests just beginning to get the varied applications of the new taxes figured out. Many deputations to Ottawa successful in securing modifications and changes, some of which have been announced but not effective. Tax officials' rulings summarized.

AFTER the first outburst of comment on the long-awaited budget had passed, and press and people of Canada had settled down to a careful study of details, it was found that the new taxes were more far-reaching in extent than was at first realized. The new taxation measures are summarized below:—

1. The war import tax of 7½ per cent. is removed from all goods as respects all importations on and after May 19, and as respects imported goods taken out of customs bonded warehouse in Canada for consumption on and after that date.

2. The income tax applicable to last year, 1919, and hereafter, is increased by 5 per cent., that is to say, 5 per cent. of the amount of such tax, for instance: If one's income tax for 1919 was $500, the new law makes such tax $525 for that year, and, similarly, the increase of 5 per cent. applies to future years.

3. The business profits tax, which expires at the end of December, 1919, has been re-enacted and made applicable to profits of businesses for 1920 or for the accounting period ending in 1920, and such tax has been greatly reduced:

Under the act heretofore in force, there was an exemption of 7 per cent. of profits; between 7 per cent. and 15 per cent. of profits the tax was 25 per cent.; between 15 per cent. and 20 per cent. of profits the tax was 50 per cent., and on all profits over 20 per cent. the tax was 75 per cent.

The new tax provides for:

(1) An exemption of 10 per cent., instead of 7 per cent.

(2) On profits between 10 and 15 per cent. the tax is 20 per cent.

(3) On profits between 15 and 20 per cent. the tax is 30 per cent.

(4) On profits between 20 and 30 per cent. the tax is 50 per cent.

(5) On profits in excess of 30 per cent. the tax is 60 per cent.

So-called "luxury taxes" were imposed on a long list of articles for personal and household use. 10, 20 and 50 per cent is added to cost according to the classification of the article in the list of luxuries. These taxes are imposed if the articles in question retail for more than a certain figure specified for each class of article. For example, the new tax was imposed on all shoes over $9 and all men's suits over $45, the tax being 10 per cent on the total amount of the bill. (This has now been amended in the case of various articles for personal wear, etc, as will appear later). These taxes are what may be termed "over the counter taxes" — *payable by the purchaser to the retailer* at the time of purchase. They are collected in addition to the ordinary customs duties on the articles specified, which may be imported for consumption and use other than for resale.

Still other co-called "luxury taxes" are imposed upon a varied list of articles such as musical instruments, motor boats, automobiles, playing cards, patent medicines—to mention only a few of many items in this class—varying from 10 to 30 per cent. Spirituous liquors in varying forms are taxed heavily at $2 and $3 per gallon. These taxes, contrary to those in the preceding paragraph, are paid by manufacturer and importer of such articles.

The ad valorem taxes on imported goods are based on the *duty-paid* value of such goods—on a $100 article the ad valorem duty would be paid on $135, if the customs duty were 35 per cent.

Still more important in its bearing on the country is the new sales tax of 1 per cent. imposed on all sales made by manufacturers and wholesalers, and on all importations: *but not on sales by retailers to the public.* The only exceptions to this rule are foodstuffs, grains and seeds in their natural or ground state, coal, cattle foods, and a few minor articles such as nursery stock or artificial limbs. The manufacturer or wholesaler has to make payment of these taxes to the government in the manner prescribed, furnishing purchasers of taxable goods with written invoices showing separately the amount of such tax. This sale tax is supplementary to the excise or so-called "luxury taxes" which are payable by manufacturers; and is based upon the selling price, and not on the selling price plus the luxury tax, as was at first understood.

Pending the adoption of permanent regulations for the collection of the new taxes, the department of inland revenue, upon which falls the duty of collecting the new taxes, has issued temporary regulations from time to time, and has given tentative decisions, which, up to a recent date, have been summarized by the Automotive Industries of Canada for their members as follows:—

(a) It has been decided that a retailer who sells goods subject to any of the luxury taxes specified in paragraph 4 of this memorandum shall make out an invoice or sales slip in triplicate for each sale made by him, subject to the tax, on which invoice the amount of the tax will be shown separately. He returns one copy of the invoice or sales slip for his own use, keeps one copy for the use of the government, and hands one copy to the purchaser.

Such retailer is required to make a sworn statement on the 1st and 15th of each month of his total sales subject to the tax, such statement to be forwarded by him on such dates to the local collector of inland revenue, together with an accepted cheque for the amount of the taxes, as shown by such statement. The precise form of this statement has not been defined yet.

(b) No regulation has yet been issued regarding the making of returns or payment to the government in respect of luxury taxes and sales tax, which are payable by manufacturers, or in respect of sales tax payable by wholesalers. Meanwhile, pending the issue of such regulations, manufacturers and wholesalers should keep a careful record of their sales, subject to these taxes.

(c) The sales tax payable on importations is, of course, payable at the time of importation and all the importer has to do is to attend to the customs transaction. The sales tax resolution provides that the amount of the tax payable by the manufacturer or wholesaler shall not be included in the manufacturer's or wholesalers cost upon which profit is calculated.

In view of the importance of this provision, we think it well to quote the text of the resolution:

"That a tax of one per cent. in addition to the present duties of exise and customs be imposed, levied and collected on sales by manufacturers, wholesalers, or on importations; that the purchaser shall be furnished with a written invoice of any sale, which invoice shall state separately the amount of such tax, when not included in the purchase price; that such tax must not be included in the manufacturer's or wholesaler's costs on which profit is calculated; and the tax shall be paid by the wholesaler or manufacturer to His Majesty in accordance with such regulations as may be prescribed, and such wholesaler or manufacturer shall be liable to a penalty not exceeding $500, if such payments are not made, and in addition shall be liable to a penalty equal to double the amount of the excise duties unpaid."

The department has ruled that the manufacturer cannot add his profit to the amount of the tax which he has to pay direct to the government, and which he passes on to the wholesaler; and further, that the wholesaler cannot calculate his profit on the amount of the tax which he has to pay to the manufacturer, nor on the amount of the tax which he has to pay to the government.

The language of the resolution is by no means clear, and it does not appear to justify the ruling that the wholesaler cannot calculate his profit on the tax he has to pay to the manufacturer. That ruling, however, would seem to be correct with regard to non-calculation of profits on the tax which the wholesaler has to pay to the government.

It is very questionable whether the terms of the resolution require that the manufacturer cannot calculate profit on the tax he has to pay on raw materials or semi-finished articles which he purchases in Canada or imports, and upon which he is obliged to pay a tax.

There is nothing in the resolution prohibiting the retailer from calculating his profit on the amount of the tax passed on to him by the wholesaler or manufacturer, or which he has to pay on importations.

It is thought when the resolution is in committee of the House of Commons these points may be cleared up, but it will be obvious to most people that the prohibition against calculating profits on the taxation will be very difficult, if not impossible to enforce.

(e) It has been held that, where an individual or company does both a wholesale and retail business, the sales tax is payable only on the goods sold for re-sale, and not on goods sold by retail to the ultimate consumer.

(f) The luxury taxes are based on the selling price. In the case of goods sold subject to a discount for cash, such discount must be deducted from the face of the invoice before the government officials will accept the net price as the basis for the tax. It will not suffice to have a printed note on the top or the bottom of the invoice that a discount for cash is allowed.

(g) Retailers are not required to give invoices to their customers showing the amount of the sales tax charged to them by the wholesaler or

17c.

and worth it

FROM July 1st onward the 5,000 line rate in The Toronto Daily Star and The Toronto Star Weekly will be 17c. Casual rate 30c. 1,000 lines or over, up to 4,999 lines, 20c.

Rotogravure Section of The Toronto Star Weekly (Sunday Edition) 34c. a line for 1,000 lines or over. Casual rate 50c. a line.

Present rates apply on new business until June 30th. Present advertisers whose contracts expire as to time before June 30th may renew before that date at present rates for twelve months. Advertisers whose contracts do not expire as to time until after July 1st will only be accepted at the new rates.

Space must be started on all contracts new or old within 30 days of date of contract. No "fictitious" reservation contracts accepted. All contracts placed by July 1st must commence insertion of copy on or before July 31st.

Tremendous increases in the cost of white paper and of every other expense that is necessary for the publishing of a newspaper render this increase absolutely imperative.

Limits are being placed upon the amount of copy acceptable on one day from retail advertisers. This ruling will permit of better position and display being given to general advertisers.

These reservations and restrictions may seem inflexible but in view of the uncertain conditions surrounding the newsprint industry they are necessary.

Also—95,000 daily circulation for 17c. is still a magnificent advertising buy. And 120,000 in the Weekly Sunday Edition) a super-buy.

The

Toronto Daily Star

95,000 A.B.C. Daily

120,000 Star Weekly
(Sunday Edition)

Rate 17c. per line
5,000 lines
July 1st

CHAS. H. EDDY CO., United States Representative
New York Boston Chicago

manufacturer, and they do not have to make any returns or payment to the government in connection therewith.

(h) It is permissible for a manufacturer or wholesaler to absorb the amount of the sales tax by reducing his sales price, but the tax on his selling price must be shown on the invoice, and must be paid by the purchaser to him.

(i) Manufacturers who have to pay the so-called luxury taxes direct to the government can absorb such tax by reducing their selling price, and they are not specifically required to show the amount of such tax separately on their invoices to the party who buys from them.

(j) Retailers who have to pay so-called luxury taxes direct to the government may absorb the tax by reducing their selling price; but, nevertheless, the amount of the tax, based upon the actual selling price, might be shown separately on the invoice or sales slip, to the customer.

(k) As respects luxury taxes collectable on goods over a specific value, the tax is based on the total value, not on the value in excess of the specific value. For instance, the tax resolution provides that the tax is payable on boots over $9 in value. Take, then, the case of a pair of boots sold at $12, the tax is payable on the whole $12— **not on the difference between $9 and $12.**

(l) Articles supplied in exchange for articles returned as unsatisfactory or damaged are not taxable unless the articles supplied in exchange are of increased value, in which case the tax is collectable on the difference between the values. This ruling applies both to the sales and luxury taxes.

(m) The luxury tax and the sales tax do not apply to goods exported from Canada.

(n) If postage, express or freight charges are included in the selling price of articles, the total selling price, including such charges, is subject to the sales tax of one per cent. But if such charges are shown as a separate item or items on invoices, they are not included in the amount upon which the tax will be collected.

(o) In regard to repairs to machinery or other articles, it has been held that the sales tax is collectable only on the value of materials entering into such repair work, and not upon the cost of labor in making the repairs.

(p) The decision that no exemption will be allowed from the luxury tax or sales tax in cases where goods were sold prior to May 19, but not delivered until that date, or afterwards, is inconsistent with the past practice in regard to application of excise taxes. In this connection, the view is held by the department that, considering the fact that the sales tax covers practically all articles except foodstuffs or coal, and that the luxury tax covers a wide range of articles, it would entail a tremendous amount of work to check exemption claims properly.

It has been suggested to the government that provision be made when the bill is passing thru committee of the House of Commons,' that, in respect of sales or contracts of sales made prior to the imposition of the tax, the articles covered by such sales—being delivered after the tax was imposed, the amount of the tax shall be borne by the purchaser.

The sales tax of one per cent., which is collectable upon importations, is based upon the duty-paid value—that is to say, the value of the article, with the customs duty added thereto, but not the excise tax

From press and individual comment noted up to the time of going to press, the problems of the wholesaler, the manufacturer and the retailer in connection with the application of the new tax increase rather than lessen as time goes on. Protest after protest has been lodged at Ottawa. Prominent among these protests was that entered by the deputation of retailers, 200 strong, who are not at all enamored over being conscripted as tax collectors. Sections of these retailers are very hard hit by the new taxes—notably the clothing and the shoe dealers. The wholesale grocers have recommended that the sales tax be placed on the *source of production or importation*, so that it could be passed on without being compounded. Currently expressed opinion would indicate that many manufacturers will absorb the tax rather than try to collect it; but retailers are not allowed to absorb the luxury tax!—it must be collected on a plus basis.

Newspapers are regarded as manufactured goods, but the question of exempting individual subscriptions from the operation of the sales tax is now under consideration by the government. Advertising revenue is not taxable.

From the comment noted re sales tax, there seems to be a growing feeling that the new sales tax will in some cases be "pyramided" to such an extent that it will be in reality 3 or more per cent. by the time it reaches the consumer. A case in point is commented upon editorially in a recent issue of a Toronto daily as follows:—

"This illustration of how a one per cent. Sales Tax grows until it becomes three, four, even six per cent. comes from an Eastern Ontario town:

> The —— Company of this town purchased a car of tin plate from the United States through a Montreal dealer. The Montreal firm charged one per cent. Sales Tax on their invoice, amounting to about $50, and, on the —— Company clearing the tin plate at the customs here, they had another one per cent. to pay. This tin plate is manufactured into tin cans by the —— Company and sold to jobbers, against whom they have to charge another one per cent. Sales Tax, and the jobbers in turn sell the cans to the retailer or the public, on which sales they have to collect another one per cent. Sales Tax. This, you must admit, is pyramiding with a vengeance, and the worst feature is that these tin cans are used principally for putting up food products.

"It must be obvious that the operation of the Sales Tax on tin cans does not cease when the empty cans are sold to the person who uses them in the canning of foodstuffs. The products of an apiarist, for example, who buys cans in which to put up his honey, may be subject to two additional levies of one per cent., before the honey reaches the consumer. The apiarist may sell to the Farmers' Co-operative Distributing Department, and his invoice to the United Farmers must carry a one per cent. Sales Tax. The Co-operative Commission Branch may ship the honey in small quantities to local Clubs for distribution to their members, in which case it will be performing the functions of a wholesale produce dealer, and will have to charge another one per cent. Sales Tax on the value of the honey and the can containing it. The tin plate, therefore, which crossed the border in a carload lot may be taxed six times before it reaches the housewife's larder, and on each occasion the one per cent. Sales Tax will represent a larger sum because of the expenditure of labor upon fashioning the tin plate into cans, in transporting the cans to the apiary, and shipping them to the consuming market."

There is also a growing demand that the so-called luxury taxes be collected from the manufacturer or importer rather than from the retailer. This demand has reached the House of Commons, and all sections of the House have appealed to Sir Henry Drayton to change this method of collection, but the latter stands firm, claiming that it is in the best interests of the consumer that the retailer shall collect the luxury taxes from the purchaser.

He contends that if the tax is collected from manufacturer, wholesaler or jobber, the latter may add their profit thereto. He instanced the fact that when cigarettes were taxed three cents a package, the price was immediately raised to ten cents per package. He also contends that if the purchaser knows just how much of the purchase price is a tax, it will tend to cause the purchaser to select articles cheap enough to avoid the tax, thus checking extravagant purchasing.

Sir Henry has, however, acceded to insistent representations regarding certain features of the budget to the extent of bringing in a supplementary budget which makes many sweeping changes. While these changes are welcomed by the public and other interested parties, they appear to be still further complicating the work of collection. In the case of purchases of shoes and articles of wearing apparel, the taxable limit has been raised considerably, and the luxury tax is made payable on the basis of 15 per cent. on the amount *over* this limit, instead of 10 per cent on the total amount of the bill. The boon to purchasers will be at once manifest.

At the time of going to press, it has been decided to modify the tax on sporting goods, and certain articles such as chandeliers, plated ware, etc. Practically all higher-priced furniture, china, etc., will be subject to a luxury tax of 15 per cent. Candies for children, chocolate bars and cheap sweets will be free of tax; expensive candies will be taxed.

The whole situation at time of writing is in a state of flux. It is hard to state just what other changes will have been made before the budget taxes are finally approved in parliament.

* * *

Hamilton Advertisers' Agency, Limited, is placing an extensive campaign in farm papers and other periodicals for Dominion Steel Products Limited, Brantford, featuring that company's home lighting plants.

* * *

Copy is being sent out by the Federal Advertising Agency of London, for E. W. Jeffress, Limited, Walkerville, advertising their Olive Butter and Maroma Salad Dressing. This is a new advertiser in the Canadian field.

Fine Silverware
worthy to grace your table
GLISTENING beneath the mellow touch of stately candles, catching the ruddy lights of rich mahogany, sparkling over the lacy patterns spread by snowy tea sets, fine silverware gives charm to hospitality—it helps you entertain; it helps to make a home; it fascinates and charms through all the years.
HOLMES & EDWARDS
Protected where the wear comes.
Gift Pieces

Reduced from Large Size

Proofsheet No. 2.

When The Standard Silver Co. of Toronto, Limited wanted to reach the women of London and Western Ontario, they decided that they could dó so by using The London Free Press ***exclusively.*** The advertisement reproduced herewith is one of several striking messages conveyed to Western Ontario women through the advertising columns of Western Ontario's foremost newspaper.

This is the second of a series of advertisements designed to demonstrate the faith which leaders of advertising in all lines have in

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Write for Facts, Figures, A.B.C. Audit, etc.

Branch Offices:

MONTREAL - -	E. L. McArthur - -	Room 102, 90 St. James St.
TORONTO - - -	E. J. Guy, - - -	Room 302, Royal Bank Building
CHICAGO - - -	C. W. Wallis - -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall - - - - - - - -	341 Fifth Ave.
ENGLAND - - -	Robt. Houston - -	1 Arundel St., W.C. 2, London

KIRKWOOD'S LETTER FROM LONDON

Some recent co-operative campaigns. Should a newspaper refuse to accept advertising of a firm or movement with whose policies or aims it may have no sympathy? Difficulties of getting British advertising for Canadian publications. Special correspondence from MARKETING'S British correspondent.

I SEND you some advertisements illustrating collective or co-operative publicity: mainly those of the makers of Scottish tweed, known as Scottish Woollen Trade Mark Association, Ltd., the British Commercial Gas Association, and the Electric Lamp Manufacturers of Great Britain. These campaigns are comparable to several co-operative campaigns in the United States, and I suppose, in Canada. The Canadian co-operative campaigns most interesting to me are those of the dailies and of certain Western Farm papers. I should like to see campaigns of this sort enlarged and to include Great Britain. A way to get desired things is to ask for them, and in union is strength. If Canadian publishers by groups would solicit the advertisers in this country, they would get more individually and get it earlier than if each newspaper or periodical made its own separate policitation.

Freedom of Speech

The Pearl Assurance Company of London was refused by the proprietors of the London *Daily Mail* the liberty to state its case in the advertising columns of this newspaper. On the other hand, it was permitted to have published, free, in the news columns of this newspaper whatever statement it might wish to address to the public. This suggests the question, Should a newspaper refuse to accept the advertising of a firm, or institution, or movement, with whose views or policies or aims it may have no sympathy, and which it may be actually opposing in its news and editorial columns?

The facts are: The Pearl Assurance Company's employees struck "for a living wage"! of £3 a week. Their average earnings were not much over £2 a week. On the day following Christmas many of them struck, and their numbers were daily recruited, and the area of the strike widened from London, until it became national.

The form of assurance carried on by the Pearl Assurance Company is chiefly industrial—weekly payments from poor people. The business grew from nothing to one of immense dimensions and in Holborn the Company has a large marble structure proof of its prosperity and the magnitude of its business. Last year it paid its shareholders a dividend of 50% on its capital.

The directors were at one time poor men. But like so many poor, downtrodden men, when riches came to them, they acquired the stony heart and the deaf ear, and denied "a living wage" to their employees.

The Press to the Rescue

The newspapers took up the case of the strikers, and gave the Pearl Assurance Company a bad advertisement. The directors thought they could "buck" the press, and used the word "never" frequently and hard. They appointed a man, who styled himself

HEATING
WATER HEATING
LIGHTING
REFUSE DESTRUCTION
HAPPINESS IN THE HOME
A New Era in Housekeeping
BE IN TIME THIS WEEK.
Weekly Dispatch
Daily Mail
A MILLION WOMEN TOO MANY
It takes two to make you well-dressed
YOUR tailor, Sir or Madam, cannot dress you smartly and to your own taste unless you help him. His experience will aid you to choose the style and material which suit you, but do your part. Decide what you intend to order, don't throw the whole responsibility on the tailor.
FOR their thoroughly "good" appearance, their shape-keeping qualities, and their perennial fashionableness,
SCOTCH TWEEDS
are being greatly worn this Spring. A Costume or Suit made of this cloth lasts for ever, never bulges or creases, and looks well after years of wear. Genuine Scotch Tweeds are recognised by this mark
TRADE MARK
SCOTTISH WOOLLEN
ASSOCIATION

Two full page newspaper advertisements from the London, Eng. Daily Mail, representing co-operative advertising campaigns by the gas and woollen industries, respectively

Reborn---

ALL Toronto advertising men believe in better, cleaner, and more effective advertising. Individually, they have been striving to attain the goal of their beliefs but working alone or as representatives of a single firm, only slow and unsatisfactory progress can be made.

Very few worth-while things have ever been or ever will be accomplished through individual efforts. The more we co-operate with others and the more we can induce others to co-operate with us, the greater the measure of our success.

So the Toronto Advertising Club has been reborn. Through this organization, Toronto advertising men will increase the results from their efforts to produce more effective advertising—a bigger value for every advertising dollar.

All who are making advertising their life work, residing in the City of Toronto or within a radius of 25 miles thereof are eligible, except sellers of advertising and those engaged in the advertising of patent medicines and alcoholic beverages.

JOIN NOW

The Membership Committee reports a gratifying number of Toronto's eligible advertising men have already sent in their names and that new applications are coming in every day.

The Better Business Committee have several things besides their arms up their sleeves.

The Educational Committee reports several big policy matters yet to be settled. Join now and help settle these matters your way.

The Entertainment Committee says just a little—enough to keep Jack from being a dull boy.

Members who have attended previous meetings will tell you that there are some mighty good things in store for the near future.

A rousing meeting will be held soon, at a date to be announced later, at which the Delegates to the World Convention will report.

Take time by the forelock. Get a good firm hold by asking W. R. Paterson, Office Specialty Manufacturing Company, Limited, the Chairman of the Membership Committee, for an application blank, fill out your blank and send it to Mr. Paterson, President W. G. Steward of the Goodyear Tire and Rubber Company or Secretary, F. A. Trestrail of the Musical Merchandise Company.

The more you find out about the reborn Toronto Advertising Club, the more firmly convinced you will be that you and your firm need a membership in this organization.

Toronto Advertising Club

TRUTH IN ADVERTISING · TORONTO ADVERTISING CLUB · ATC

Donated by The H. K. McCANN CO., Limited

VANCOUVER'S NEWSPAPER SITUATION

General business conditions in Vancouver and in British Columbia generally are exceedingly good. There is marked activity in the lumber business, orders rolling in as building costs go down. In mineral production, British Columbia will make a strong bid for leadership, with the opening up of six new silver mining camps. Fisheries, agriculture in general, and fruit growing in particular, are all showing wonderful growth.

Thus the stage is all set for prosperity of the soundest sort—prosperity which Eastern manufacturers should take every advantage of by planning an advertising campaign that will bring maximum results.

To do this, one morning and one evening paper in Vancouver should be used. This is usually the procedure in other large cities—Montreal for example. To show how rapidly Vancouver is developing into a two-paper town, April advertising figures are given beneath, showing the wonderful increases made by the Sun and the Province:—

	APRIL, 1919 Agate Lines	APRIL, 1920 Agate Lines	INCREASE
PROVINCE - - -	965,636	1,253,014	30%
SUN - - - - -	579,250	755,440	30%
WORLD - - - -	609,026	656,530	8%

National advertisers use the Montreal Gazette and Montreal Star.

In Vancouver use

The Morning SUN and **The Evening PROVINCE**

Special Representative:
F. W. THOMPSON
102 Lumsden Bldg., TORONTO

"The Pearl Publicity Man" to conduct an advertising campaign, and this individual became better advertised than the views of his company. He was not a good publicity man, for he wrote advertisements that could be and were riddled. For example, he combated the newspapers' declaration that a dividend of 50% had been paid shareholders by making it appear that this dividend was less than 1%; and so it was, reckoning it, as he did, on premium income.

This publicity man, member of a Labour organization, attacked Labour and in the end was voted out of his Labour affiliation—Labour's punishment for his anti-Labour attitude and words.

The Northcliffe papers donated the £300 received for the advertisement which it published, to the striking employees, and later announced that it would pay £1000 a week for the duration of the strike, to the strikers' funds. In this way it paid £2000. The Northcliffe papers threatened to make the issue something bigger still, and began the nucleus of a great organization to clear up the whole matter of employers' hardness of heart in the matter of sub-living wages for employees.

The end came by the Pearl directors' capitulating. They had received a sound licking, as they deserved to do. I have not heard that the Pearl Publicity Man is looking for another job, but I venture to think that never again will he sign himself anybody's publicity man. He basked for a few brief days in a sun of publicity too fierce for him.

And the victory?—a "living wage" of a minimum of £3 a week—which for the majority will be a maximum wage. A black-coat job has its penalties.

Canadian Publishers Representation in London

Several Canadian publishers have written me in the course of the past twelve months concerning their representation, and the solicitation of business, in Great Britain. These correspondents are representative of the daily press, the magazines, the trade and technical press and the farm papers. Also, I have had correspondence from one Canadian advertising agency on the same general subject, besides numerous letters from actual and would-be manufacturers' agents concerning the representation of British firms in Canada. All this correspondence has been a consequence of my letters appearing in Marketing.

Some of the publishers who have written me have already representation in Great Britain, but are dissatisfied with their present arrangements; and some who were represented have let their arrangements lapse, because of the disappointing service rendered by representatives or because the representative's remuneration had become unwarrantably high.

Quite recently a young Englishman, resident in London, and connected with a prominent London advertising agency, conceived a plan to represent Canadian publishers in London, and had a chat with me about it; but, without disclosing the particular nature of his plan, it was quite impracticable, depending for its success on the co-operation of practically every publisher in Canada outside the country weeklies.

Canadian Publication But Slimly Represented

Few Canadian publishers, relatively speaking, are represented in Great Britain. The list as contained in the 1920 edition of *Lydiatt's Book* includes:

The MacLean Publications, Rod and Gun in Canada, Toronto Globe, Toronto World, Toronto Mail & Empire, Toronto Canadian Countryman, Montreal Star, Montreal Herald & Telegraph, Montreal La Patrie, Montreal Gazette, St. John Standard, Winnipeg Free Press, Winnipeg Telegram, Regina Leader, Calgary Albertan, Calgary Herald, Edmonton Journal, Vancouver Sun.

The omissions from this list are glaring, and one wonders why so many strong Canadian dailies, magazines and periodicals, farm papers, and trade and technical publications are not represented in London. It cannot be because they are indifferent as to whether or not they carry any British advertising. Rather the more likely explanation is (1) they have not made any real effort to find a capable representative; or (2) they have been disgusted with past representation; or (3) they find it too expensive to pay the Commission due their British representative—this on top of the agency Commission which generally they are called upon to allow.

The Cost of Getting British Business

Assuming that the commission allowed British advertising agents is not less than 15%, and that the representative receives at least 15% —say 30% in all, it means that British business eats deeply into the Canadian publisher's gross rates. Then if, on top of these commissions, the Canadian publisher must pay the cost of the preparation of special propaganda or advertising literature; with perhaps something extra for stationery and postage to his British advertising representative, and perhaps something in the way of salary on top of all other costs, it becomes clear that British business may be not worth having at such a heavy cost. On business which does not go through an advertising agency, but which goes direct, the common practice is to allow the representative 25%.

Then there is the problem of collecting the account. If collected direct, weeks and it may be months, must elapse before accounts are settled. If the representative does the billing and collecting, his fidelity must be above suspicion.

Again, to solicit British business, the publisher must provide his representative with rate cards with rates in English currency and in other ways made intelligible to the British space-buyer. The single column inch, not the agate line, is the unit of measurement in Great Britain, and to quote linage rates is worse than useless; it is baffling.

Again, at the present time, with the rate of exchange so far removed from par values, payments made for British advertising at rates based on par of exchange, represent a serious loss to the Canadian publisher.

The Difficulty of Securing British Business.

In spite of the fact that there are numerous British manufacturers selling and advertising in the Canadian market, it remains true that in comparison with the number of American firms selling and advertising in Canada, the number of British firms selling and advertising in Canada is small.

American Competition Feared

One explanation of this is: Very many British manufacturers give Canada the go-by—they find the American competition too costly to overcome, and they also find that the effort and selling and advertising outlays required to make a profitable entry into the Canadian market will, if applied to other overseas markets, give larger results; or, to state the matter slightly differently; it costs less to sell and advertise in the markets of South Africa, Australia, New Zealand, South America, than in Canada; for in these countries the competition of an adjacent nation of 100 million people of amazing productive capacity and energy, and of unexampled selling genius, is wholly absent. The Britisher, like most men, prefers to follow the line of least resistance.

(*Continued on page 371*)

Advertise to the Farmer D

JULY AUGUS

He is 'on the job' during this period and needs and uses articles that reduce labor, make for comfort, convenience and better living conditions.

IT is true that the farmer is very busy during the months of July, August, and September. He works hard and feels the need of time and labor saving conveniences. He is tired and dirty at night and appreciates comforts and luxuries.

WHILE on the other hand good roads make it easy for him to get to town, and the near approach of the time when he will "cash in" on his crop investment makes him a good spender of the cash he has available.

DURING July, August and September when there is more work to be done; there is more food eaten—more wear and tear on clothing, furniture, cooking utensils, and a hundred and one other articles used on and around the farm.

THE GRAIN GROWERS' GUIDE

Covers Manitoba, Saskatchewan and Alberta

NET PAID CIRCULATION

for issue of June 16th, 1920 was 75,507 distributed as follows:

Manitoba	Saskatchewan	Alberta	Sundry
19,869	34,470	19,550	1,618

The **Only Papers Owned** by the

OFFICES AT 290 Vaughan St. WINNIPEG — 53 Yonge St. TORONTO

ring His Buying Season— SEPTEMBER

DURING July, August and September there are more visitors on the farm, more entertaining is done, and in most cases extra hired help; all of which increases the farmers requirements for foodstuffs, bedding, furniture and supplies of all kinds, necessitating quick shopping trips to town.

IF you have a good trade with the farmer, built up through the advertising you place during the winter months when the farmer has leisure time for reading and investigating your proposition, it is only fair to assume that with a greater volume of advertising during the period when he is doing his heaviest buying, your sales will increase in proportion.

We will be glad to tell you more about farm methods, and the market for your farm products among our farmer subscribers East and West.

THE UNITED FARMERS' GUIDE

Covers Nova Scotia, New Brunswick and Prince Edward Island

NET PAID CIRCULATION

for issue June 16th, 1920 was 15,779 distributed as follows:—

P. E. I.	N. S.	N. B.	Sundry
3,626	7,313	4,774	66

rganized Farmers in their Fields

MONCTON
New Brunswick

1478 Broadway
NEW YORK

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XIV, No. 7 JULY 1, 1920

Advertising Confidence

Advertising means something more an than expenditure of money in return for white space and ink. It means more than the printed and pictured messages that come so attractively before the eyes of the readers. Something not expressed in words, something intangible, is the real value to be derived from intelligent advertising campaigns, and when that result is attained it can not be measured by keyed replies or the volume of actual sales.

What the advertiser must have if his success is to be lasting is the confidence of the public he serves. It is easy to find an expert handler of words who can prepare an advertisement. He may utter his appeal so attractively that money will be persuaded to go from the pockets of readers into those of the advertiser. But unless the matter in the advertisement is found to be the truth the advertiser is damaged by his temporary success. When confidence is lost all the space available and all the lure that expert copy writers may dangle forth will not get business.

There was a time when the store advertisement was modeled along the lines of the circus poster. Advertising was the business of saying the spectacular thing and making the unusual claim. Truth was a secondary consideration. Now, through such agencies as make up the membership of the Associated Advertising Clubs, the first requisite of advertising is that it shall be truthful. In no other way can the confidence of the public be obtained. — *Indianapolis News.*

* * *

Getting More Commission

Advertising agents whose chief interest in business seems to be to induce or bulldoze publishers to grant higher rates of commission, seem to overlook the fact that their commission earnings have climbed higher as their own and other's costs of doing business have advanced. Advertising agents are to-day getting more commission than ever before, even though the rate of commission is no higher. Their commission earnings on a 10,000 line contract in the biggest of metropolitan dailies a couple of years ago amounted to approximately $150.00. To-day the same amount of advertising, involving no more work, though admittedly higher handling cost, yields the agent just double that amount.

These agents also seem to ignore the fact that higher rates of commission are not earned simply by showing favor to one publisher as against his competitor. And that higher commissions increase the publishers' costs, and the advertisers' costs, without rendering any greater service. Advertisers are waking up to this, and it is not surprising that they are showing an interest in finding out something about the commissions being paid by some publishers to certain agencies.

We would like to see more signs of activity among the agencies looking toward lowering the cost of handling advertising, reducing the margin between producer and consumer of advertising space, and bringing commissions to a standard and uniform basis, so that the competition between agencies and between publisher would be more strictly on a basis of service rendered.

* * *

It takes lots of "do" to make dough.

* * *

When Higher Rates Are Necessary

Is the advertiser not warranted in thinking that a publisher does not have to ask higher rates when he is able to postpone for six months or a year the actual taking effect of the higher rate?

If present publishing costs demand rate increases, then it means that publishers have been asking too much in the past, if they can afford to continue these rates in effect for a year beyond the time when the new rates are announced.

In other lines of business price increases take effect overnight. Contracts still uncompleted may have to be carried out on the terms specified. But few firms nowadays are able to accept orders except at a "price in effect on date of delivery." Once a new and higher price is decided on it applies immediately. No new orders are accepted, nor additional business from old customers, at the old price.

Why should publishers be expected to do business on any different basis? Present conditions do not permit it, except by anticipating increases in costs and fixing rates accordingly. To bear a reasonably fair relation to production costs advertising rates should be fixed from time to time as costs show increases, and these increased rates must be effective immediately.

The publisher who is tied to tradition — established when his own costs were more stable and varied only from year to year or as circulation increased — and invites new contracts, or extensions of old contracts, at old rates which he knows are below his costs, is either a philanthropist, a fool or a gambler.

The time has come when advertising rates, to be fair, must be *effective immediately*. Otherwise some advertisers will be paying too much, many too little, and the publisher be kept on the brink of bankruptcy, unable to give good service to either advertiser or reader.

(*Continued from page 367*)

Quite apart from the lack of attractiveness to many British manufacturers of the Canadian market, is the present circumstance of the oversold conditions commonly prevalent in Great Britain. With a vast and insatiable world demand for British goods the British manufacturer is deaf to many advertising overtures, and even deafer to proposals to establish distribution arrangements in Canada, as in other countries, when it is impracticable to provide stocks.

These oversold conditions are not universal, though they are common; and when and where they exist they are more or less temporary or fugitive.

Relying on Canadian Agents to do the Canadian Advertising

When it is remembered that British manufacturers as a class are very poor advertisers to the consumer in the home market, partly due to the fact that their merchandise is unbranded, or, if branded, unknown to the public by the brand name, it is not to be wondered at that they are unresponsive to proposals that they should advertise their merchandise in Canada, or in any other overseas market. An appalling number of them are content to get their manufactures "placed" with a Canadian agent, leaving it to him to do the advertising, and probably allowing him a £100 or some equally trivial sum per annum "for advertising," which allowance, in many cases, is equivalent to a bonus discount, and no report as to its use is either expected or required.

The Huge Gaps in British Advertising

Concerning this advertising apathy on the part of British manufacturers, following is really startling proof. The following classes of merchandise of British origin are neither nationally advertised to the consumer nor nationally obtainable through the retail distributing trades:

Breakfast Cereals, Canned Fruits and Vegetables, Jewellery, Condensed Milk, Social Stationery, Bonbons and Chocolate, Lingerie, Cream Cheese, Women's Footwear, Flavouring Extracts, Children's Footwear, Domestic Electric Utilities, Millinery, Vacuum Cleaner, Women's Clothing, Table Lamp—electric, acetylene or oil, Silk, Brushes, Yarn, Cotton and Silk for Knitting and Crocheting, China, Sweaters and Jumpers, Domestic Range, Blankets, Domestic Oil Stoves and Heaters, Talcum Powder, Hot Water Bottles, Toothbrushes, Kitchen Cabinets, Men's Clothing, Domestic Furniture, Men's Overalls, Metal Beds, Rugs and Carpets, Suspenders, Lace Curtains, Garters, Window Blinds, Hats, Clothes Washers, Collars, Aluminum Ware, Neckwear, Cutlery, Shirts, Silverware, Razors, Watches, Clocks, Bond Paper, Office Furniture, Adhesives, Typewriters, Adding Machines, Sportmen's Ammunition, Revolvers, Building Brick, Cameras, Building Cement, Hollow Building Tile, Carpenters' Tools, Plumbing Ware, Locks, Automatic Gas Heaters, Shingles and Tiles, Motor Boats, Motoring Accessories of many kinds, Trunks, Leather, Eyeglasses and Spectacles, Gramophones, Musical Instruments other than pianos and gramophones.

This list is capable of amplification, but it is sufficiently full to indicate how much more widely advertising has been applied in the United States and Canada than in Great Britain; and how great and continuous must be the educational effort put forth by British publishers and advertising agencies if the British makers of these classes of goods are to be made national advertisers to the consumer, and have their merchandise sold nationally by independent retailers.

With this list before him the Canadian publisher and the Canadian advertising agent looking to Great Britain for business can have a better idea of the difficulties likely to be encountered in the course of their solicitation effort; and may understand the better why their representatives may have failed to secure as much British advertising as was counted on.

The Low Esteem of Magazine and Farm Papers

In Great Britain popular magazines and farm papers are feeble in comparison with publications of the same classes in Canada and the United States. In a previous letter to Marketing, I provided an analysis of the advertising in two farm papers of good repute, pointing out that they carried practically no advertising of the "general" class, merely advertising directly and intimately related to farming. Because British farm papers carry mainly only farm advertising, and are not aggressively soliciting other classes of advertising; and because British popular magazines are so poorly esteemed and so indifferently used by British advertisers and advertising agencies, it is quite understandable why the solicitation of British manufacturers by the magazines and farm papers of Canada is likely to be uphill work, and unprofitable if immediate results are demanded.

The British general advertiser does use periodicals—women's papers, for example; *Punch;* the illustrated weeklies—*The Graphic, The Sketch, The Illustrated London News;* weeklies of the *John Bull* and *Land and Water* type; and the literary reviews. But magazines are not extensively used.

I have at hand the March issue of *Nash's Magazine* (monthly)—the British extension of the New York *Cosmopolitan*. It is of the old "standard size" type of magazine, with a type page measuring 8½ in. x 5½ in. Apart from the cover positions, all the advertising is placed at the front. All told this issue carries 34 pages of advertising, 1 form of 32 pages less 1 (Index to Contents) and three cover positions, a total of 578 single column inches or 8,092 agate lines.

Following is an analysis of the advertising carried in this issue:

Class	No. of Advertisers	Total No. of ins.	
Proprietary health, toilet and remedial specialities	45	235 =	40%
Educational correspondence courses and schools	17	80 =	13%
Women's apparel and accessories	4	36 =	6%
Men's apparel and accessories	8	33 =	5%
Cigarettes	1	17 =	2.5%
Foods	3	11 =	2. %
Domestic Utilities and Furnishings	12	62 =	17%
Jewellery	2	15 =	2. %
Textile Fabrics	2	15 =	2. %
Office Sundries	3	6 =	1. %
Publishers	3	34 =	5. %
Miscellaneous	19	31 =	5%
	109	578	100%

It will be seen from the foregoing that more than 50% of the advertising carried in this particular issue is of types not particularly high class, namely, patent medicine and cures and correspondence schools. The only other considerable classification is Domestic Utilities and it takes 12 advertisers to contribute 62 inches—an average per advertiser of about 5 inches—not very much. Any similar analysis of a good Canadian or American Magazine would show up much better than this British record.

This analysis of a leading British popular magazine has significance to the publishers of magazines in Canada; it means that magazines are not employed extensively by British general advertiser. Advertisers using British magazines are chiefly those in the mail-order business.

The Strength of British Newspapers

In Great Britain the daily and Sunday newspapers are relied on mainly by British general advertisers—particularly those newspapers issuing from London.

The geographical dimensions of the British Isles favor the newspapers, which can be delivered practically to every important city in the United Kingdom inside 24 hours.

For over 100 years the daily newspaper has been supreme in Great Britain, and it continues to occupy this dominant status. Due to the editorial excellence of British dailies, and the aggressiveness and appeal of the Sunday newspapers, these two classes of newspapers have become the chief medium of consumer advertising—a fact which favors the publishers of Canadian dailies if and when they solicit British general advertising.

Technical and Trade Publications

Another type of newspaper which flourishes in the British Isles is the trade and technical newspaper. This type of newspaper abounds; indeed, the number of them is almost past finding out. Like guinea pigs and rabbits they multiply faster than the census-taker's recording powers.

The British manufacturer "falls for" them as a matter of habit. He does not ask much about their circulation, and he pays blindly the high rates demanded. In them he puts copy of the catalogue type—bald enumerations of his manufactures, capped by his firm name in great bold type. This inane type of advertisement is the acme of excellence in his eyes, and in the opinion of his publicity manager. If he can make his advertisement blacker and bolder and balder than those of other advertisers using the same medium, he has scored a triumph.

Because of his proneness to use trade and technical mediums, the British advertiser can be successfully solicited, and this without overmuch effort, by the Canadian publisher of trade and technical newspapers, especially for special issues. No visible returns are demanded beyond a voucher copy.

* * *

In a forthcoming issue of Marketing I shall return to this same subject, namely, the representation of Canadian publications in Great Britain, in an endeavour to present some sort of useful and practical solution to a problem which is of real present interest to many Canadian publishers.

* * *

The premises of the Wilson Publishing Company, Toronto, publishers of the Wilson Readyprint list, were slightly damaged by water during the progress of a fire in the upper story of the building occupied by a manufacturing concern. Publication was not interfered with.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR MAY

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
	MAY 1920					MAY 1919		
Macleans	2	700	59,485	1,430	87	38,477	982	56½
Everywoman's World	1	800	28,870	1,549	38	22,806	1,852	30¾
Canadian Home Journal	1	800	26,236	1,241	34¼	25,109	939	31¼
Western Home Monthly	1	720	23,387	1,876	35	19,423	2,101	30
Canadian Courier	2	728	20,718	392	29	15,497	724	22¼
Canadian Magazine	1	224	14,715	1,202	71	13,258	462	61¼
World Wide	5	636	8,128	448	13½	6,008	468	10¼

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR MAY

(Exclusive of publisher's own advertising. Figures compiled by Marketing)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total	Grand Total
	MAY 1920						MAY 1919
Grain Growers Guide	4	720	74,263	6,279	872	81,414	xx 77,495
Canadian Countryman	5	700	71,361	5,880	293	77,534	x 56,057
Farmers Advocate (London)	4	720	59,296	11,812	216	71,324	x 85,725
Farmers Advocate (Winnipeg)	4	720	58,170	3,176	140	61,486	55,239
Nor'West Farmer	2	720	55,039	4,461	466	59,966	68,878
Farm & Ranch Review	2	720	44,069	3,323	1,206	48,598	52,011
Farmers' Magazine	2	700	41,350	5,331	43	46,724	42,933
Canadian Farm*	8	792	32,814	3,673	2,110	38,597	26,654
Farm & Dairy	4	700	32,495	9,443	56	41,994	x 41,524
Maritime Farmer	2	672	26,811	1,938	1,368	30,117	38,465
United Farmers' Guide	4	720	22,799	2,703	56	25,558	Not Checked
Family Herald & Weekly Star	4	940	98,856	..	3,769	102,625	85,797
Farmers' Sun	9	2,400	85,123	2,047	1,598	88,768	Not Checked
Ottawa Farm Journal	8	2,432	72,730	984	5,434	79,148	97,033
Farm & Home	4	1,025	52,895	602	1,118	54,825	Not Checked
Free Press Prairie Farmer	4	1,180	28,723	192	8,130	27,045	15 761
B.C. United Farmer	2	849	20,649	484	156	21,284	10,351
Montreal Weekly Witness	4	2,100	19,883	....	3,777	23,660	16,952

*Includes Mid-week Supplement. x—5 issues. xx—3 issues owing to strike.

The advertising of Simmons' Limited, Montreal, which was referred to in a recent issue of Marketing as being placed by a New York advertising agency, is now being placed through National Publicity, Limited, Montreal. In the present campaign newspapers and magazines are being extensively used.

* * *

S. S. Bowman, formerly with the Winnipeg *Tribune*, and latterly Montreal representative of *MacLean's Magazine* has begun business as an advertising agent at 101 Notre Dame St. West, Montreal, under the name of S. S. Bowman Co. It is reported that the new agency will place advertising for Borden's Coffee, Dominion Textile Company and Society Brand Clothes.

* * *

The *Nor'-West Farmer* has announced an increase in rate of 5 cents per line, the new rate after Sept. 5th next being 50 cents per agate line.

* * *

The following MacLean Publishing Co., publications are listed as applicants for membership in the A.B.C.:—*Canadian Foundryman*, *Canadian Machinery*, *Marine Engineering*, *Printer and Publisher* and the latest addition to the MacLean trade newspaper group, the *Druggist's Weekly*. It is anticipated that other trade paper publishers are getting ready to follow suit in the near future. When they do, national advertisers will take redoubled interest in the trade press.

* * *

The Peterborough Daily and Weekly *Review* ceased publication on May 30th, its subscription list being taken over by the Peterborough *Examiner*, which is now the only daily newspaper in Peterborough. Increasing publication costs are given as the reason for the retirement of the *Review* by Mr. A. H. Stratton, its proprietor.

* * *

The organization of an industrial corporation, the Great Eastern Paper Co., has been announced from Quebec. Montreal and New York interests are said to be connected with the enterprise. Ownership of 160 square miles of timber limits in Gaspe County, Quebec, is vested in the company, whose tangible assets are appraised at over $9,000,000.

* * *

J. R. Burnett, editor and publisher of the Charlottetown *Guardian* and W. F. Herman publisher of the Saskatoon *Star*, the *Border Cities Star* and the Regina *Post*, were among the publishers who paid a visit to Marketing during the past month.

* * *

Berry Bros., varnish makers, Detroit and Windsor, are resuming their advertising in Canada, and are reported to be making up their list.

This Salesman
—Never Eats
—Never Sleeps

—Works Hardest
—Costs Least
—Accomplishes Most

Tell Your Story in Color by Street Car Advertising

Color has an irrestible appeal for the average person. When used judiciously in connection with an advertisement it adds greatly to the effectiveness of the message.

This is particularly true when it is used on a street car card. The latter has "preferred position" no matter where placed; add the color effect, and it simply cannot be missed.

Color effectiveness in 11 in. x 21 in. space, plus enormous combined circulation in the 56 street car systems throughout Canada controlled by us, plus low cost, make street car advertising the best **value** in the advertising field.

That national advertisers concur in this statement is evidenced by the growing "waiting list" of firms we are temporarily unable to accommodate with a partial or a complete service.

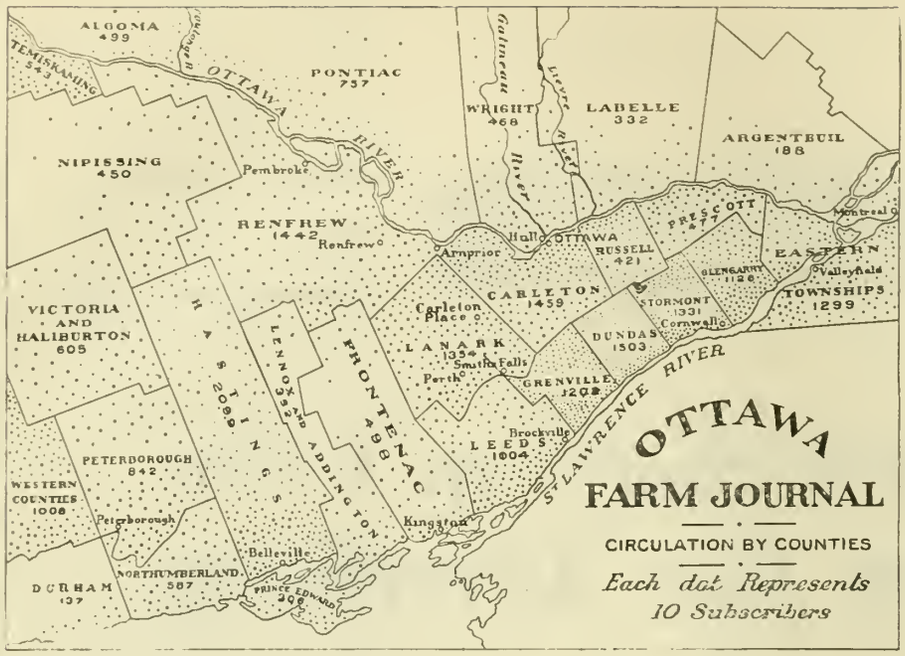
If you have not yet used street car advertising, we suggest that you allow us to advise you how, and in what centres, we can serve you. The sooner, the better.

The Canadian Street Car Advertising Co., Ltd.

TORONTO OFFICE
TEMPLE BLDG.

EXECUTIVE OFFICE
BANK OF OTTAWA BLDG.,
MONTREAL

WINNIPEG OFFICE
UNION BANK BLDG.



VISUALISING

the Circulation of the

OTTAWA FARM JOURNAL

of More Than

24,000

Per Issue

In the Great Central Dairy Belt of Canada, shown above, the OTTAWA FARM JOURNAL has by nearly 6,000 a greater circulation than any other Canadian Farm Paper.

April advertising lineage in The Ottawa Farm Journal again led all Canada and exceeded that of the second farm paper by 1,553 lines.

To reach these prosperous agriculturists the Ottawa Farm Journal is the one indispensable medium.

THE

OTTAWA FARM JOURNAL

OTTAWA, CANADA

BRANCHES:

TORONTO
J. B. Rathbone, Manager,
95 King St. East

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—Fifth Avenue Bldg.
CHICAGO—Peoples Gas Building
BOSTON—Old South Building

Canadian Weekly Newspapers' Association Hold First Annual Convention

The Canadian Weekly Newspapers' Association held their first annual meeting since the Canadian Press Association divided up into sections, at the King Edward Hotel, Toronto, on June 3rd and 4th. The meeting was thoroughly representative and well attended, publishers from the Atlantic to the Pacific being present.

The sessions were very interesting and instructive, the problems of the weekly newspaper publisher being dealt with in detail by a number of speakers, whose addresses were given the closest attention. R. K. Whiting, a successful weekly newspaper publisher from Owatonna, Minnesota, gave a very instructive address the first day on the necessity of knowing costs accurately in the small printshop. The next day he followed this with a talk on higher subscription rates, stating that the day of the $2.50 weekly newspaper is now here. Axel Edward Sahlin, of the Roycroft Institute at East Aurora, N.Y. addressed the meeting on "Typography," and Past-President A. E. Calnan of Picton gave a stirring discourse on the value of the proper use of the editorial column in the country weekly, protesting against allowing it to lie fallow, as is too often the case with weekly newspapers.

One of the features of the convention was the address by Ald. J. J. Hurley of Brantford on cost finding. Mr. Hurley did not go into this matter quite so technically as did Mr. Whiting the day before, but he laid certain general principles before the gathering so forcefully that it was requested that his address be printed separately before the annual report appeared. This was finally vetoed. Mr. Hurley stressed the fact that the publisher and job printer had to buy the services of the most highly-organized class of labor in the world—also the best-educated. He emphasized the necessity of taking the variable human element into account when figuring costs, stating that every printer must know his own costs so accurately that he will not take a job unless he *knows* that he will make a profit—or that he will not have to stand a loss thereon. "Let the other fellow take the jobs at a loss, while you go fishing. It will pay you far better; you work when you can do so at a profit," he said. Mr. Hurley also characterized the work of the weekly newspaper, when properly conducted, as a national asset.

The question of postal rates also came up for full discussion, and a wire was received from the Postmaster-General advising that a free postal zone of 10 miles had been granted weekly newspapers in smaller centres.

At the meeting for the election of officers, W. R. Davies of the Renfrew *Mercury* was elected President, and A. B. Alloway of the Oshawa *Reformer*, Secretary of the Association for the ensuing year. A large number of publishers were appointed to the various working committees.

The social side of the convention was not neglected. A gathering at Government House on Friday afternoon after the sessions was followed up on Saturday by a trip across the lake on the boat to East Aurora, where over 200 of the party were guests of Elbert

"Service with Sincerity"

A SLOGAN to be a good one should be descriptive of a superior feature of the product or business advertised.

Our slogan, "Service with Sincerity," strikes the keynote of the business policy of our Agency.

It is our purpose and our endeavor not only to give a superior advertising agency service, but to give with it honest, fearless advice and counsel.

However, deeds speak more convincingly than words. Here is an extract from a letter we recently sent to a prospective new advertiser:—

"Our advice is to reconsider your contemplated advertising campaign and either abandon it altogether, or defer it until you are prepared to go ahead on lines more certain to assure success."

You too may be wrestling with a merchandising and advertising problem and need sincere advice.

We do not claim all the virtues or that our judgment is infallible. But we ***are*** living up to our slogan:—"Service with Sincerity."

MEMBERS:

James Fisher
W. H. Bowman
E. W. Reynolds
W. M. Chisholm
J. W. G. Clark
Wm. Wright

The James Fisher Company Limited
ADVERTISING
386 Yonge Street, Toronto

Steady Progress

---in advertising lineage
---in prestige
---in circulation

Advertising tends to concentrate in mediums which show the best results from each dollar invested. Therefore consistent increases in the volume of advertising carried are prima facie evidence of the worth of any publication —to advertiser, and to reader.

CANADIAN COURIER shows increased advertising lineage with practically every issue.

This is the natural result of the editorial policy of the COURIER, which handles topics of national and local interest to Canadians in an intelligent, courageous and timely manner.

Any publication which reaches one in every ten English-speaking homes throughout the Dominion with the COURIER'S reader acceptance is the best kind of an advertising "buy" for live national advertisers.

Is the COURIER adequately represented on *your* schedule?

Beginning with this issue The COURIER will be published on the 1st and 15th of each month

CANADIAN
COURIER

Membership A.B.C. from the beginning

181 Simcoe St. - - TORONTO

Hubbard 2nd, and the Royeroft Institute. A most enjoyable and interesting day was spent, the party arriving back in Toronto at midnight.

A noticeable feature of the convention was the number of women delegates, some owning or supervising weeklies in different centres. Manager E. Roy Sayles was heartily congratulated on the excellence of his arrangements for the convention, and the comfort of the delegates.

❦ ❦ ❦

Hard-Pressed for News Print

An emergency meeting of the Canadian Daily Newspapers' Association was held in Ottawa early in June to decide on the course of action to be taken regarding the imminent danger of suspension of many Canadian daily newspapers because of newsprint shortage. This meeting, though summoned on short notice, was very representative, publishers being present from seven of the nine provinces.

It was decided to appeal to the Federal government for legislation requiring each newsprint manufacturer unwilling to do so, to supply his proportion of the domestic requirements of newsprint at prices not higher than the current contract prices for export to foreign countries. This legislation will likely be passed.

The reported application of the Backus interests, controlling the Fort Frances Pulp & Paper Co., Limited, for further pulpwood and water concessions from the Ontario Government, was also dealt with. The publishers claim that the Backus interests, through the Keewatin Lumber Company, Limited, secured the Lake of the Woods pulp limit, consisting of 1860 square miles, on condition that they would erect a pulp mill within three years, spending certain specified sums of money thereon each year. They claim, furthermore, that the erection of this mill has not yet been commenced, in spite of pressure on the part of the Ontario Government to this end; and they now ask that in view of the attitude of the Backus interests toward domestic newsprint requirements, the pulpwood concessions covered by the broken agreement be cancelled forthwith.

The present mill of the Backus interests, the Fort Frances Pulp & Paper Co., has all along shown a very antagonistic attitude to the Western newspapers' demands for newsprint, and is at the present time, it is understood, doing little to supply their urgent need for paper, although this was one of the initial reasons behind the granting of concessions to a paper mill in that locality.

The Federal Government has given a very sympathetic hearing to the troubles of the newspapers re newsprint supply, and it is believed that it will insist that the legitimate needs of the Canadian newspapers be supplied before newsprint is exported, especially as these are only 15 per cent. of the supply manufactured in Canadian mills from Canadian raw materials. In this connection it is stated that W. R. Hearst, whose contractual rights to much of the Canadian supply is the cause of much of the present difficulty, has expressed his willingness to allow the Canadian newspapers to have the newsprint necessary to prevent wholesale suspensions in the Canadian daily publishing field.

1866 1920

THE FARMER'S ADVOCATE AND HOME MAGAZINE

PERSEVERE AND SUCCEED FOUNDED 1866

PUBLISHED EVERY THURSDAY
$1.50 PER YEAR IN ADVANCE

THE BEST ADVERTISING MEDIUM IN CANADA

LONDON, CANADA

An Unbroken Record

Unique in the annals of Canadian Agricultural Journalism is the story of the founding and the publishing (for fifty-five years) of

The Farmer's Advocate and Home Magazine

This publication made a very humble beginning in 1866 as a small pamphlet of a few pages issued monthly. The founder's motto "Persevere and Succeed" most vigorously adhered to has played no small part in retaining through all these years our enviable position of being the leading agricultural journal of Canada. The 52 issues of the last calendar year made two large volumes totalling over 2,000 pages, weight 20 lbs., as compared with 1 lb., the total weight of paper used the first year of publication.

To have merited the enthusiastic confidence of so many thousands of the better class of farmers of this Country who each year pay us voluntarily the full subscription price and to have succeeded in attracting the ever increasing patronage of the largest national advertisers is surely ample proof to the advertiser that he is making no doubtful experiment when he places his advertisement in ***The Farmer's Advocate and Home Magazine***

Insist on getting all the facts concerning a publication before deciding to use it as an advertising medium—ask for information as outlined below.

1. **The net paid circulation of the publication.**
2. **Number of new subscriptions put on each year.**
3. **Number of renewals each year.**
4. **Number of stops each year.**
5. **Total cash received each year by the publisher from the subscription department.**
6. **Where the publication is circulated? Whether in cities, towns, villages, or on rural mail routes, and the percentage of circulation in each locality.**

Send for our rate card and copy of latest issue

The William Weld Company, Limited
PUBLISHERS LONDON, CANADA

The Farmer's Advocate and Home Magazine
(Member of A.B.C. since its organization)

(Continued from page 356)

Economist Group," New York; in his speech on "How to Fit the Window Display Into National and Local Advertising." Mr. Potter, who formerly was president of the International Display Men's Association and chairman of its national war service committee, said: "It is well to remember that the department store owner is responsible in the eyes of the public. He is King Bee in his territory and he has worked years to establish his reputation and get the confidence of the people, therefore they look to him to make good if his merchandise does not.

"A merchandising schedule and program is just as much a part of the retailers' yearly calendar as the timetable is to the railroad. The dealer buys goods to sell; each item must bring in the profit or else help sell some other item that carries a profit with it. Window displays, linked with advertising, local and national, selling and merchandising, the buying of goods are the main factors in keeping revenue coming in, according to the merchandising calendar.

Complete Service

"There is no excuse," Mr. Potter said, "for any man who is handling an advertising campaign not to give his client a complete service, for it is possible for an advertising agency to get the services of men representing the show window and store advertising field who can advise on practical methods of co-operation and assist in designing these helps which will be welcomed by display men and merchants. The force of the campaign must be crystallized in the merchant's window."

"Jobbing business to-day is stronger than ever," according to Saunders Norvell, of New York, drug and chemical manufacturer. In his address on "The Function of the Wholesaler as an Independent Advertiser and Merchandiser as Well as a Distributor," he said that contrary to popular predictions for the last twenty-five years that the jobbing business had seen its fairest days, employes who bought stock in these companies have made fortunes.

Quick Delivery Service

"The retail trade in every geographical jobbing section of the country is entitled to prompt service," he said. "Goods must be delivered in moderate quantities as needed and must be delivered quickly. If we do not realize this fundamental principle, delays and embargoes, caused by snow and 'outlaw' strikes, should indicate that the manufacturer who has his goods in the stocks of jobbers in all parts of the United States ready for distribution, is in far better position than the manufacturer who expects to ship his goods direct, as the goods are called for by retailers in far-away markets."

The importance of proper training of the sales forces in retail stores to back up advertising campaigns was emphasized by Alfred Koch, of Toledo, former president of the National Retail Dry Goods Association. Mr. Koch said the store is selling not only merchandise at so much a package but service also.

New and Significant Advertising Developments

"New and significant developments in advertising," was the general topic of Wednesday morning's general session. Don Fransisco, advertising manager of the California Fruit Grower's Exchange, told of the co-operative efforts of that organization and how advertising had made this co-operation profitable, in an address which will be published in full in a later issue of Marketing. The address of Dr. A. I. Gates of Columbia University on "What Applied and Practical Psychology is Doing to Shorten the Distance Between Human Minds," and that of Mrs. Christine Frederick giving the women's point of view toward advertising, will also be reserved for later publication in full.

James O'Shaughnessy, manager of the American Association of Advertising Agencies, told how the agencies had co-operated and were still co-operating with the Federal Government in carrying on various campaigns of paid advertising.

The Clean-Up, Paint-Up Movement

In one of the best delivered and most interesting addresses of the convention, Roy Soule, of the A. C. Penn Co., New York, told of the beginning of the "Clean-Up, Paint-Up" movement, begun some seven years ago by the American Paint and Oil Dealer, a trade paper in St. Louis. As a sample of Mr. Soule's oratory his opening remarks are worth quoting.

"Painting is an art covering a widely diversified field that ranges from old world artists whose paintings have sold for fabulous sums down to the whitewashed fence of the Tom Sawyer family. Artists have portrayed nature and canvas has reproduced sunsets marvelous, horses have whinnied at their own likenesses and birds have tried to eat wheat grains flowing from the artist's brush. The bloom of youth has been reproduced on cheeks that won't stand for daylight, and the old town has been painted red by so many celebrated artists that the color has reverted to section houses and the painters to that seclusion known as the 'morning after.'

"Word paintings of success hang high above the desks of the average business man to-day; and 'Do it now,' 'Smile, damn you, smile,' 'Strike while the iron is hot,' and 'If booze interferes with your business, cut out the business,' are some of the passe-partout signs of the times that have replaced those wonderfully made hand-stitched 'God bless our home' frames that used to hang in the dining room.

"But men and the signs of men are much alike. All humanity thinks in accord and all men and all women are subject to the same influences. And it does seem strange, here in a country where we have become so accustomed to thinking of the success or the accomplishment of an advertising campaign in proportion to the expenditures, that the greatest and most successful advertising campaign on record should have emanated from a trade that spends comparatively little money in publicity, and should be the result of a campaign in which dollars were spent and hundreds of thousands of dollars collected."

Chambers of Commerce, various other civic bodies, Police, Fire and Health departments, women's clubs, school children, all were appealed to and given ammunition with which to work. Business men and newspapers got behind it, and eventually the paint manufacturers' interest was enlisted. "There are now over 8,000 towns and cities in the U.S. and Canada, carrying on well-organized paint-up and clean-up campaigns," said Mr. Soule. "Over in Cincinnati they have living evidence that the movement was worth while in 80,000 shade trees planted and brought to maturity, while fire risks have been so lessened that the amount of money paid in premiums for fire protection has been reduced by $850,000. 384 buildings that were a fire menace to the city were torn down, destroyed and moved away in one year."

He believed the movement tended to a practical application of citizenship which was responsible at least in a measure, for the failure of Bolshevism to get a strong foothold on this continent. The common man was measuring up, so he had written a tribute to him, which we print. Doubtless some Marketing readers will want to use it in their house organs.

* * *

Wednesday afternoon and Thursday morning sessions were given up to hearing the best of the addresses from each of the numerous department meetings, Thursday afternoon to the reports of officers and committees, awarding of trophies, and elections.

* * *

Newspaper Departmental

Those connected with the advertising departments of daily newspapers utilized every spare hour of the convention time to get together and discuss publicity evils, rates, merchandising departments and other problems particularly concerning them. The value of the newspaper from the standpoint of the manufacturer, the advertising agency, the jobber, the retailer and the newspaper itself, relations with agencies, co-operation with advertisers, the zone idea in advertising, all afforded topics for interesting discussions and comparison of experiences.

Consistency Best

Consistent advertising on a small scale in newspapers is more effective than the campaign that opens with a full-page flash and then is permitted to drop out, Frank Carroll of the Indianapolis News declared.

"The newspaper advertising manager who permits manufacturers to use his paper merely as a club with which to whip dealers in line," he said, "is destroying one of his priceless assets. He is permitting the dealer influence of his paper to be weakened. Newspaper publishers have depreciated the value of their advertising columns in the eyes of the national advertisers by making it too easy for the national advertiser to contract for inadequate space for an insufficient period, and to cancel contracts, which, if completed, might have produced definite results. Response to newspaper advertising has been so definite and quick that national advertisers have been led to believe that the newspaper could be made a side issue and the magazine the big show."

"One of these days newspapers wil

have to face a buyers' market instead of a sellers' market. Flash campaigns of full pages will disappear and results must be obtained from intelligently written copy in comparatively small space. Increasing rates will also be a factor.

"Real results can be accomplished only through steady, consistent advertising backed up by carefully planned local sales work. No newspaper campaign should be started without a definite appropriation covering at least three years' regular advertising to appear at least during eight months of the year.

"Advertisers should be encouraged to develop only the markets in which they are prepared to stick for at least three years, with campaigns large enough and with copy running often enough to keep the consumer sold."

National advertisers can go to school with profit to the retail advertisers of the country, Mr. Carroll said.

"Until the last few years, the average retailer had to be sold each advertisement he used. There was no appropriation, and the merchant who had a fixed advertising plan up to ten years ago was the rarest exception. The merchants know better now.

"Many national advertisers are in this mental state right now as far as newspapers are concerned. It is only immediate business and immediate results that they can see. If sales are falling off in a territory, in comes a newspaper campaign. The old trick of the full page with dealers' names, is brought into play. The campaign is merchandised to the

The Canadian Manufacturer

Has served the industrial interests of Canada for forty years.

Has won the confidence and respect of 2,000 executive heads of manufacturing plants.

To the logical medium for any advertiser who wants to sell equipment, machinery, tools or supplies to manufacturing plants.

Rates on request

The COMMERCIAL PRESS Limited
51 Wellington W., TORONTO

The Canadian Manufacturer
The Canadian Hardware Journal
The Canadian Furniture World
The Retail Grocer and Provisioner
Motoring
The Canadian Builder
The Retail Druggist
The Electrical Dealer and Contractor

THE CALGARY DAILY HERALD
NOON EDITION
GERMANY MAY SIGN NEXT WEEK
FOR FLIGHT TO AUSTRALIA
MARSHALL AGAIN MAYOR OF BROOKS
ROOM FOR LADY MEMBERS
ACTION IN INDIA WAS JUSTIFIED
SLEEPING SICKNESS IS DR. HASTING'S CHOICE
CARLOADS OF LIQUOR AT QUEBEC BOUNDARY
WOMAN SHOOTS HER INFATUATED SUITOR
MARKETS TO-NIGHT

A Great Paper
Covering a Rich Field

YOU can focus the buying attention of the greatest growing market in Western Canada to-day through one medium and one cost.

The Herald is the dominant advertising medium in Canada between Winnipeg and the Pacific Coast.

When you buy Herald space you buy quality. Circulation 100% paid in advance plus productive co-operation service.

The Herald carries more Local Display, more National Display, more classified advertising than any other Daily Newspaper in Alberta.

The Herald is the first choice of every national advertiser entering this rich field.

You cannot hope to successfully reach the best buyers of advertised products in Western Canada without The Herald.

Representatives for the United States
HENRY DE CLERGUE, INC.
800 Mallers Bldg, Chicago.
Louis Klebahn, 1 West 34th St., New York

Eastern Canadian Representative
EDGAR J. GUY
302 Royal Bank Bldg. Toronto, Ont.

The Herald Publishing Company,
LIMITED
Member Audit Bureau of Circulation
Calgary Canada

The only Evening Paper in Calgary, Established 1883

fullest extent. Distribution is forced almost to maximum. The campaign starts, runs a few weeks, or at the most, a few months and stops.

"The farsighted newspaper advertising manager, who is more than a mere seller of space, realizes the dangers of this situation for his medium. Some of the national advertising mediums are combating the flash campaign idea and refusing space unless the campaign runs at least for a year."

Zone System of Advertising

"It is a waste of money to advertise, until distribution has been provided to take care of the demand when it is created," asserted W. J. Merrill, of the Chicago Tribune, in a talk on "The Zone System of Marketing and Advertising." Goods are not really sold, he said, until they are removed from the storerooms of the jobbers and off the shelves of the retailers and are in the hands of the ultimate consumer. On these two principles, he pointed out, the zone system of marketing and advertising is based.

"Every sales manager knows," said Mr. Merrill, "that every part of the United States is not entitled to the same amount of sales effort. He knows that there are some districts where his product is so thoroughly established that a small amount of advertising pressure will produce maximum results. He knows that there are other districts where he can not break in without an advertising effort prohibitive in its cost. He knows that there are an indefinite number of graduations between these two extremes.

"The zone system of marketing and advertising permits the manufacturer to exert precisely the amount of pressure needed in each zone."

Possibilities in the Newspaper

The importance of national advertising in newspapers was emphasized by Frank D. Webb, advertising manager of the Baltimore News.

"Too few manufacturers," said Mr. Webb, "think of newspapers in terms of national advertising. They will say, 'Yes, I am going to do some local advertising in Baltimore,' for example, 'this Fall,' or 'No, I am not ready at the present time to take up any local advertising in your territory,' rarely ever thinking of newspapers except in that connection.

"But newspaper advertising is national — amazingly, constructively, productively national. It is national to such an extent that 5,600,000 circulation through the leading newspapers of the leading city of every state in the Union, and all cities of more than 100,000 population may be bought on 10,000-line contracts at only a fraction more than $10 a line.

"More than 2,000,000 circulation in the northeastern states alone may be bought through this same type of leading newspapers in the principal cities in each state and in all cities over 100,000, at a rate of little more than $3 a line.

"When these rates for these circulations are compared with the cost of periodical circulation, figuring the rate of one weekly with a side pound 2,000,000 as a standard, the nationalization possible through newspapers, and its relatively low cost become instantly apparent.

"Schedules for newspapers can be released by wire—no physical requirements forcing that they should be made up weeks or months in advance. Likewise, by wire, as trade conditions change, these schedules may be shifted, varied, or cut out. The entire appropriation can be thrown into a single part of the country, accessible by motor truck in time of strike, for example. It is possible to take advantage even of weather conditions, north, south, east or west. Newspapers offer the most amazing flexibility of all forms of advertising. There is no channel of advertising more truly national."

"Free Publicity Evil"

The "evil of giving the press agent free range through the news columns" was discussed by Mr. Newmyer, associate publisher of the New Orleans *Item*, who denounced what he termed the "free publicity evil," asserting that newspaper publishers, advertising agents and many of the advertisers are opposed to a system which permits press agents to deluge newspaper with "gulf." The trouble he said, that publishers do not seem to differentiate between what is news and what is publicity; what the public pays to get, and what interested enterprises should pay to present.

Mr. Newmyer pointed out what he believed to be news. In automobile circles, he said, the news interest lies in road development, maintenance questions, vacation routes or the care of tires, and not in the performance of such-and-such a tire. In real estate, the big transactions are legitimate news, but the stories of the "big" men in the business and the enumeration of the sales of an agent are not. In amusements an honest criticism of a performance, and an announcement of some event, may be classed as news; but "the views of the performers on monkey house architecture are not news." In baseball, boxing and other sports, he said, the results are the news, and "not the bunk created to sell seats."

Day of "Knock" Passing

The "knock" in solicitation—the "knock" in advertising copy, free-reader notices, and other evils of newspaper advertising solicitation were discussed by James Wright Brown, editor of the *Editor and Publisher*, New York.

"The day of the 'knock' in salesmanship and advertising is passing," he said, "as it is not profitable for any concern to try to build up a business by destroying some other business. That, I think, is absolutely fundamental. Such copy should be eliminated." He strongly condemned free-reader notices of all kinds.

"They are like drinks, one calls for another; and when one is given to one advertiser, then the other advertisers have a perfect right to demand and expect the same thing—and they are justified in feeling slighted if they do not get them."

"To give a 'render' is to give a rebate, and this practice in the case of the railroads and insurance companies has been found illegal. The practice is unsound; free publicity of all kinds must be eliminated. It's the barnacle hanging over from the war that is interfering with progress. Newspaper space is too valuable to be given away after that fashion."

Special Editions Not Popular

Experiences of advertising managers with special pages were related. The special pages and special editions which are promoted by agencies and solicitors not employed by the newspaper have in many cases been unprofitable and unproductive, several speakers said. Satisfaction with special pages which organizations conducted was expressed by some.

Flat Rates Favored

Experiences of the Ft. Worth *Star-Telegram*, for the last six or seven years in applying a flat advertising rate with no contracts were related by A. L. Shuman, who is a staunch advocate of the flat rate system as opposed to a sliding scale. He said the newspaper had gained in national advertising, that dissatisfaction among advertisers had been eliminated and that much new business had been created under that plan. Ability of the newspaper to increase its advertising rates to match the cost of production without a long wait for contracts to expire also was one of the strong points of a flat rate, according to Mr. Shuman.

"More and more, the newspapers are realizing that a flat rate is applicable to foreign advertising," he said, "and the number using it is constantly increasing. I can not see why it is not as good for local advertisers as for foreign. It is not fair, or just, nor is it good business to charge different rates on a sliding scale basis. That system penalizes the small advertiser to the benefit of the large space users. It may be that you would have to adopt the system gradually, but it can be done, and the only way to do it is to do it."

Other speakers who entered the discussion asserted that the contract system under the sliding scale plan tended to keep business steadier and that by obtaining advertising for every day in the week and for each month in the year, the newspapers were benefited by having contracts. Lower cost for soliciting and for overhead expenses also was made possible under the sliding scale, some said. Others asserted that here is no flat rate and that differential rates are charged under that plan.

Differential Rates

This led to the discussion of differential rates favoring department stores, and a vote was taken to ascertain how many of the members believed the department stores should not receive partiality in the matter of rates. The number voting against a differential rate showed that sentiment is gradually shifting to that point of view.

Publicity for automobiles, amusements and other classes of advertisers also was discussed. Advertising managers who charged higher rates for automobiles than for department stores and yet do not give free publicity were asked to tell their experiences and the results of the practice.

An address prepared by Lowry Martin, business and advertising manager of the Corsicana *Daily Sun*, and president of the Associated Advertising Clubs of Texas, was read following the discussion of classified page

service. In the address it was asserted that it is necessary for the advertising manager of a newspaper in a small city to convince himself that his medium has merit and quality to "sell" the public on the product and then to "sell" the advertiser. Part of the paper follows:

Advertise Advertising

"In the smaller city my experience has been that it takes persistent effort and patience in the education of the merchant and business man to make him realize what advertising really is, and why he should adopt it in the upbuilding of his business.

"To develop your advertising properly a bona fide circulation is the first important item, the rate next and the service third. It is a poor doctor who would not take his own medicine; a poor preacher that will not practice his own doctrine, and a very poor publisher who does not appreciate the value of his own advertising columns by using his own space regularly and freely in advertising advertising."

The importance of classified advertisements as public service promoters has been underestimated, C. L. Perkins, of Highland Park, Ill., said at the joint meeting Tuesday evening of the newspaper department and the classified advertising department.

"As an economic force for good," he said, "the want ad. is underestimated. The 100 leading classified mediums of the country printed last year 308,188,251 lines of want ads., or about 51,414,708 separate advertisements.

Service of Classified Page

"Think of the good accomplished through the want-ad. pages of these 100 papers which were able to bring together 15,150,000 employers and employes! By means of the 10,275,000 real estate advertisements included, many people were enabled to become property owners. What would be the condition of the automobile industry if we did not have a great market place like the want-ad. pages where used cars could be sold? The 6,125,000 automobile advertisements were the channel for creating thousands of new motor owners, making old owners new car prospects. Had there been no such market, production would have been limited, and display automobile lineage limited.

"Who can estimate how many families have been benefited by the 3,125,000 rental advertisements that appeared in these classified columns? Shelter—one of man's four fundamental wants—is supplied almost exclusively through the want-ad. It is clear that the classified advertisment is no small economic force in this country."

Opposes Display on Page

The representatives of many large newspapers expressed various opinions on the use of body type, display type and white space on the classified page. Mr. Gwaltney of the Milwaukee *Journal* opposed the use of display advertising on this page because of a tendency to minimize the effectiveness of the smaller advertisements which have no other place. A number of classified advertising managers expressed a dislike for classified advertisements set in solid columns of agate type.

If you are planning an advertising campaign for the Province of Ontario you will of course include the twenty-four city dailies, one of which is

The Galt Daily Reporter

(Member of A.B.C.)

The REPORTER thoroughly covers the city of Galt, the town of Preston and Hespeler and the surrounding rural districts.

Information with regard to the advisibility of including this territory may be obtained from your nearest agency or direct from us.

GALT REPORTER LTD.

GALT, - - - ONTARIO

ST. THOMAS

the hub of Elgin county, being the buying centre for a district so endowed with agricultural wealth, and so favored by industries and railroad facilities, has always been famed for its buying power.

It has been proven that St. Thomas buys double the amount of advertised goods purchased by many cities twice its size.

What does this mean to you, as a national advertiser? It spells great opportunity, if you will make a consistent appeal to this great buying constituency through the advertising columns of THE TIMES-JOURNAL, the only daily newspaper in Elgin county.

THE TIMES-JOURNAL blankets the whole district. It goes into 95 of every 100 homes in St. Thomas, and more than 5,000 copies net are daily sent to outside readers in surrounding towns and villages and the rural sections. Is it not the logical thing to use THE TIMES-JOURNAL regularly to tell your story to this favored district? Ask your agency to do this.

TIMES-JOURNAL

ST. THOMAS - - *Member A.B.C.* - - ONT.

A.B.C. audited circulation—9,000 plus

KITCHENER

Is a City of Home Owners

Nearly eighty per cent. of the citizens own their own homes, and these homes are of an unusually high standard. The construction of frame houses is not allowed in the city, and practically all the houses are of brick or brick veneer. There is no such thing as a "Poor Section" in this city. The people are thrifty, industrious and prosperous. They have the money and are able to buy what they want, BUT THEY "MUST BE SHOWN." The Daily Record dominates this field of discriminating buyers, and carefully planned advertising in The Record will bring big results.

The only A.B.C. paper in Kitchener

THE DAILY RECORD

Kitchener, Ont. Rates from any recognized agency

The British Whig

Kingston's old-established but ever progressive Daily—

Continues to grow.

Advertising Revenue for May showed a gain over May 1st, 1919, of over 42%.

Moral: Use the paper that carries the volume of business.

Only A.B.C. paper in Kingston

Methods of saving space by eliminating unnecessary headings and simplifying classifications were discussed. Other topics considered by the round table of managers were the use of broken columns, illustrations, irregular arrangement of type, rules, cut-off and heading.

READER'S CONFIDENCE NECESSARY

William P. Green of Tulsa, Okla., a member of the national vigilance committee gave a short talk on "Censorship." "Reader Confidence," he said, "is the basis of success in advertising." He told of some cases of fraudulent mail-order advertising which had destroyed this confidence in the classified page and urged that every newspaper avail itself of the help of the better business bureau to aid in censoring its advertisements whenever possible. "If reader confidence can be maintained just as it is, the Truth in Advertising movement of the A. A. C. W. will have justified itself," he concluded.

* * *

Reports of the Retail, Financial, Poster, Agency and other departmental sessions will be published in the next issue of MARKETING.

* * *

Convention Notes

The total registration at the convention ran close to 3,000, although it was estimated that more than 1,000 visitors were in attendance.

* * *

About 175 women graced the various convention sessions, most of them actively engaged in advertising work. They held special sessions of their own, as well, and were active campaigners for the election of Miss Jane J. Martin of New York to the national executive.

* * *

The Milwaukee Club brought along the Great Lakes Naval Band, which provided some of the best music heard during the convention.

* * *

Following the close of the convention Clifford Elvins of the Imperial Life Assurance Co. left, with his wife, to attend the meeting of the Association of National Advertisers at Bedford Springs, Pa.

* * *

Canada was well represented at the sessions of the financial advertisers department, with A. G. Tait and C. P. C. Worman of the Royal Bank, Montreal; C. D. Henderson of the Union Trust Co., Toronto, and D. McEachern of the Huron & Erie Mortgage Corporation, London.

* * *

Catching sight of the plaid badges which distinguished the Canadian delegation this as in past years, W. S. Crawford, one of the British delegates, came over for a handshake and how-dye-do with all the fervor of one who finds a friend away from home. Like all Englishmen on their first visit to America, he couldn't get over our addiction to ice-water. The tortoise shell spectacles which so many affect, the motor car mania and apparently extravagant manner of living also drew his comment. He likes the aggressiveness of Americans, and found much to stimulate his imagination. They also liked him, apparently, for they elected him one of the Vice-Presidents.

* * *

Some of the department sessions were held behind closed doors and the addresses and discussions could not, therefore, be reported.

* * *

Raymond Atwood, with the H. K. McCann agency's Toronto office prior to his going overseas, was at the convention with the Cleveland delegation. He is now attached to the McCann Cleveland office.

* * *

E. St. Elmo Lewis arrived one day noon, addressed one of the sessions, and was off again at 5 o'clock to fill other engagements. He was one of the early presidents of the organization.

* * *

The programme committee certainly did a good job. If anything, the days were too crowded with serious business discussions. More opportunity for meeting and talking with visitors from other parts would have been appreciated.

* * *

Some newspaper advertising men complained that, although having paid the registration fee which was understood to admit to any session, they were not permitted to attend the Newspaper Department sessions except on payment of a further $10 fee.

* * *

Practically every branch of advertising had its special department session except the national advertisers. There were many such advertisers present who must have felt somewhat out of it.

* * *

It was reported that the New York delegation has already engaged accommodation for 250 members at next year's Atlanta convention. The Atlanta Boys promise a right good time.

* * *

The St. Joseph, Mo. delegation evidently thought there'd be a lot of "dead ones" at the convention. They were attired as undertakers. Before the convention was over it was noted that they had buried their costumes.

* * *

Boston was there, as usual, but they didn't seem like the same crowd without Carroll Swan.

* * *

Visitors from Los Angeles, San Francisco, and other Pacific Coast points were not as conspicuous as usual.

* * *

Indianapolis proved itself a thoroughly efficient host. Everything went off with a smoothness that showed careful planning. The convention was only one event of local public interest, for it had to compete with the citizens' celebration of their 100th birthday.

* * *

Yes, we had a hot time, meteorologically speaking.

* * *

The best stunt in advertising to the delegates was *The Country Weekly* found in your room on Thursday morning. Published by the American Press Association, it gave convention news and column after column of personals, after the manner of local weekly newspapers. It was a graphic presentation of the strong hold this type of paper has on the home town folks.

* * *

Parading and singing by delegations was confined to occasional spasms in the headquarters hotel by the Atlanta and Milwaukee delegations and by the Pilgrims. The spirit of the convention rather discouraged this sort of thing.

Advertising a Shock Absorber

An interesting series of advertisements featuring "H. & D. Shock Absorbers for Ford cars." has been running in newspapers from Coast to Coast and in a selected list of farm papers. This series is placed by Federal Advertising Agency, London for Richards-Wilcox Canadian Co., Ltd., of London.

The Truck Driver KNOWS
DELIVERY is more rapid when Ford trucks are equipped with H & D Shock Absorbers, because a reasonable speed may be maintained without excessive vibration.
That saves wear and tear on springs and body—avoids damage to goods carried—saves time—saves repairs.
H & D's give 50 per cent. greater mileage from truck tires—proven by actual running records.
They pay for themselves in six months. Over 500 000 satisfied users. Money back guarantee on each set sold.
PRICES:
Twin Arm Style, set of 4 ..... $15.00
Single Arm Style, set of 4 ..... $13.00
Ford Truck, set of 4 ..... $17.00
"Pay for themselves out of repair savings"
Richards-Wilcox
Canadian Corporation Limited
London, Ontario
H&D
SHOCK ABSORBERS
"As standard for Fords as the windshield."
ASK YOUR GARAGE MAN
If he cannot supply H & D's, write us direct.

Separate advertisements were addressed to the truck driver, the tourist, the doctor, the lady driver, the farmer, the business man—those who use Ford cars or trucks for business or pleasure. Each appeal is direct and distinct. Copy is terse and to the point, and suitably illustrated by pen and ink sketches refreshingly devoid of too much clogging detail. Directing the appeal in each advertisement to one particular class of Ford user adds strength and hitting-power in much the same way as a 30-30 bullet is better for big game than duck shot. One advertisement typical of series is reproduced. One is quite ready to believe that the series will be a decided help in increasing the sales of these well-known shock absorbers.

* * *

The yearly subscription rate of the *Canadian Courier* has been advanced to $2.00. Beginning July 1st the Courier will be published on the 1st and 15th of each month.

* * *

Advertising for the Michigan State Auto School, Detroit is now being placed through Power, Alexander & Jenkins, Detroit. This advertising will begin in August.

* * *

"Thermokept" Coffee, made by the F. F. Dalley Co., Hamilton, is now being advertised in the daily press, the first advertisement of the campaign appearing in Ottawa in full-page space. Hamilton Advertisers' Agency is placing the advertising.

* * *

Lever Bros., Limited, Toronto are using large space in Canadian newspapers and periodicals to advertise "Rinso," a new form of pure soap in granules. The advertising is being placed by J. J. Gibbons, Limited.

* * *

Belding Paul Corticelli, Limited, became Belding-Corticelli, Limited, on June 1st. A new trade mark was adopted by the firm at the same time.

The Most Populous, Productive and Prosperous Province in the Dominion

Prince Edward Island is the most thickly settled, and one of the most productive of the provinces of Canada. The population has no foreign element in it whatever, being of pure, Scottish, Irish, English and Acadian stock. They are the most progressive and enterprising tillers of the soil, and have made such a tremendous success of dairy farming and pork production, that Prince Edward Island is known as the "Denmark of Canada."

Wealth per capita, **$1.274** Wealth per family, **$6,370**

The Charlottetown Guardian

Covers Prince Edward Island like the dew

J. R. BURNETT, *Editor and Publisher*

MEMBER A.B.C. *Standard rate card*

The Maritimes offer an Ever Interested Market

The busy Maritimes pursuing the progressive though even tenor of their ways ever prove the bright spot in this wide Dominion. Hence you'll always find it to be worth while to cultivate the business acquaintance of its citizens.

New Brunswick is particularly easy because things business seems to radiate from St. John.

The Daily Telegraph
and
The Evening Times-Star

The strong combination of live dailies represented above can quickly reach and at the right time the thinking people of the province including as it does some 29,000 homes in its daily circulation and at a 6c. per line rate *at present.*

The Daily Telegraph—The Times-Star
Morning St. John Evening

The ONLY A B.C. Papers in New Brunswick

In Quebec

"Never hits below the belt"
---a final word

The Telegraph
ALWAYS

Newsprint Price Makes Big Jump

The Canadian Export Paper Company of Montreal, announced on June 1st the schedule of export newsprint paper prices for the third and fourth quarters of the current year. For the third quarter, commencing July 1st the new price will be 5½ cents a pound at the mill, which figures out at $110.00 per ton. For the last quarter, beginning October 1st, the new price will be 6½ cents a pound at the mill, or $130 per ton. This company controls about $25,000,000 per annum of the export paper output of five of the leading newsprint producers, and it is expected that other Canadian producers of newsprint will follow suit. The new prices show very large advances over present prices for newsprint.

* * *

It is announced that an expenditure of $30,000,000 will be made in developing the pulp and paper industry in the Gatineau Valley as a result of the merger by which the properties of W. C. Edwards & Co., Gilmour & Hughson, the Kipawa Co., Limited, and the Ticonderoga Pulp and Paper Co., are linked up under the ownership of the Riordan Pulp and Paper Co. The new company will be a subsidiary of the Riordan Company, and will be known as the Gatineau Company. A new pulp and paper mill will be erected at some spot on the Gatineau to be determined.

* * *

The Ontario Cattle Breeders' Association of Toronto has begun a campaign for the elimination of the scrub bull, and the substitution of pure bred stock therefor. The daily press agricultural pages and farm papers are being used.

* * *

At a recent address before the Toronto and York Pioneers, Sir John Willison stated that the publishers of the country were the last people who could be charged with profiteering in any form. He reviewed the growth and struggle of the various newspapers of the province, and stated that only the *Globe* and the *Evening Telegram* had survived from the period when only weeklies were published. He paid high praise to the Orillia *Packet*, citing this weekly as the type of newspaper which is largely responsible for the growth of its home town, and for the enterprising spirit of its citizens.

* * *

An excise tax on print paper to curtail consumption is one of the recommendations of the Senate Manufacturers' Sub-committee investigating the print paper shortage, in the United States. A bill to that end is being drawn up by the committee assisted by the Federal Trade Commission. Amendment of postal regulations to permit small quantities of print paper to be shipped to any part of the United States at a flat rate of one cent per pound will also be recommended. The present maximum weight of 70 lbs. will be retained.

* * *

It is reported that Simmons, Limited, of Montreal, contemplate the erection of a factory in London at an estimate cost of about $250,000.

Similarity of Life Insurance Advertisements a Coincidence

Editor "MARKETING"

Re *The Mutual Life Assurance Company of Canada, Waterloo.* The article in your June number states that the advertisement headed "Milestones in the Mutual's Progress" appeared in the newspapers later than a somewhat similar advertisement by the Manufacturers' Life, which was also somewhat later than the similar advertisement for the Imperial Life which appeared early in April. If you are anxious for accuracy in your columns you will correct this statement, and state that this advertisement of the Mutual Life first made its appearance on March 20th in the Toronto "*Farmer's Sun*," the Peterboro "*Farm and Dairy*", and also, in a little smaller size in a large list of papers on March 29th. The order for the setting of this advertisement was given to the printers on January 14th. It is hardly likely that either of these insurance companies or the men responsible for their advertising would think it desirable to copy each other's advertisements.

Your comment on the use of this idea by the Mutual Life Company would seem to have been written without your having read the advertisement. The first two paragraphs clearly state that the period of these years was given to organization work. The third milestone, 1870, was the year when the Company opened for business, so that this is their Jubilee year. Your superficial reference to this point would seem to need correcting.

Yours very truly,

McCONNELL & FERGUSSON.
H. MacDONALD.

Editor MARKETING:

Re "*Life Assurance Afflicted With Milestones.*"

I strongly resent the insinuation contained in your article appearing under the above caption in the June issue of "MARKETING," that the advertisement of this Company,—"Every Birthday,"—was copied from and intended to be an improvement upon the advertisement of the Imperial Life, where the illustration is somewhat similar in design.

Evidently the erudite writer of the article does not believe that there is such a thing as coincidence.

As a matter of fact, the copy for the advertisement that you have reproduced was prepared several weeks in advance of the time when it was sent out to the papers by the Baker Advertising Agency for insertion from Coast to Coast, and it did not appear earlier because these papers were completing the schedule on hand.

No one reads the advertisements of the Imperial or Mutual Life with greater appreciation than the writer. I consider them strong in character, convincing in logic, and highly finished from a typographical point of view.

Had the situation been reversed, and the advertisement of this Company appeared first, followed by those of the other Companies with a similar illustration, I would have considered it a mere coincidence, as such things do happen. I think the insinuation entirely uncalled-for.

Yours very truly,

J. P. LYONS
Advertising Manager

MARKETING is glad to correct any impression that the writers of the advertisements reproduced in the June issue had copied each other's ideas. From these letters it is clear that any similarities were no more than a coincidence, a not infrequent occurence, though unusually in non-competing advertisements. We still think, however, that those preparing life insurance advertising should strive for a greater dissimilarity in the appearance, if not in the argument, of their published advertisements, for no other reason than their own benefit.—*Editor.*

The *Border Cities Star*, Windsor, Ont., recently issued a very interesting little booklet, packed full of facts in connection with the five adjoining border cities, Ford, Walkerville, Windsor, Sandwich and Ojibway. This book will be a revelation to many advertisers not familiar with the tremendous growth in population and industry made by this favored section—the Border Cities now stand third in Ontario in value of manufactured products. A copy of this booklet is at the disposal of any advertiser or prospective advertiser who has not received one.

* * *

An example of the timely form letter is afforded by a recent letter sent out by Office Specialty Mfg. Co., Ltd., Newmarket, urging the use of special separate filing cabinets fitted with special indexing systems for the purpose of dealing with the added work made necessary because of the various new taxes imposed on all business houses by the recent budget.

* * *

The semi-annual meeting of the Midland Counties Press Association was held in Oshawa during the latter part of May, nearly all the publishers in the several counties being present. It was decided to raise the subscription rate of the weeklies from $1.50 to $2.00, the change to take effect in July. A new schedule of job printing prices was agreed upon by the majority of the members present at the meeting. These changes are the result of the ever-rising cost of plant operation which is hitting every newspaper very hard.

C. M. Munday of the *Ontario Reformer*, Oshawa, occupied the chair at the meetings. E. Roy Sayles, Manager of the Canadian Weekly Newspaper Association, Toronto, was also present. The following officers were elected for the next term: C. M. Munday, *Ontario Reformer*, Oshawa, Honorary President; D. D. C. Dawe, Peterborough *Examiner*, President; J. C. Deyell, Lindsay *Warder*, Vice-President; Geo. W. James, Bowmanville *Statesman*, Secretary; W. H. Keller, Uxbridge *Journal*, Treasurer.

Mr. C. K. Martin, formerly Business Manager of the Kingston Daily *Standard*, has joined the advertising department of the Toronto *Globe*. He will be in charge of financial and automobile advertising. Mr. Martin has had a long record of success as a advertising man.

Mr. H. C. Lowrey, for several years a member of the *Globe's* advertising staff has left to enter commercial business.

Mr. H. J. Elder, formerly Manager of the *Globe's* Eastern office in Montreal has been promoted to the home office. He is succeeded by Mr. J. F. Hamilton, of Montreal, a former Toronto newspaper man. The *Globe's* Eastern office is at 303 McGill Building, Montreal.

The *Free Press Prairie Farmer* has announced an increase in rates. The rate for general commercial display is now 15c. per line.

A deputation of publishers representing daily newspapers in cities such as Belleville, Peterborough, Guelph, St. Catharines, etc., recently visited Ottawa and made strong representations to the Government regarding the precarious nature of the newsprint supply, due to the fact that the output of some of the Canadian mills was contracted for by American publications such as the Hearst newspapers and the Chicago *Tribune*, which insisted that these mills live up to the letter of their contracts. It was represented to the Government that if such situation continued, many of these Canadian newspapers would have to cease publication, just as did the Peterborough *Review* and the St. Catharines *Journal*, whose plight was largely caused by the newsprint shortage. The Government promised serious consideration to the representations of the publishers.

J. Iliot, Ltd., advertising agents, of Wellington, New Zealand, in a recent letter to MARKETING, announce that they have taken over the advertising agency conducted in Dunedin, N.Z., by Messrs. Bailey and Milburn for the last sixteen years. Mr. Milburn and his staff will continue with J. Iliot, Ltd., in their new venture. This is the second agency absorbed by J. Iliot, Ltd., within the year, the Ronald S. Badger Advertising Agency of Christchurch having previously been absorbed. Advertising is apparently enjoying palmy days in our sister colony.

Announcement has been made that the McClary Manufacturing Company recently purchased the stove and furnace manufacturing business of the William Buck Stove Company of Brantford. The Buck Company is one of the oldest manufacturing concerns in Canada, having been in continuous operation since 1852.

Use of space in trade journals as a means of assisting jobbers distributing their goods is a phase of advertising that manufacturers are giving more attention to. The work of the jobber can be made much easier and his enthusiasm for a line much greater if publicity in retailers' journals has acquainted buyers with the merits of the product.

Largest Circulation in Moose Jaw

The Daily NEWS (EVENING)

The purchasing power of the people in the district covered by The News is unusually high, because they reside in one of the most favored wheat areas in the Province of Saskatchewan. National advertisers can cover this rich territory in the most effective way only by using space in Moose Jaw's ***leading evening paper, The Daily News,*** members of A.B.C.

Net paid circulation for the three months ending Sept. 30th, 1919—6160 Total distribution—6506

Covers a Very Rich Wheat Area

United States Representatives:

DAVID J. RANDALL
341 Fifth Ave., NEW YORK, N.Y.

A. R. KEATOR
1411 Hartford Bldg., CHICAGO, ILL.

WHY IS IT THAT A PREPONDERANCE OF Canadian publishers are A.B.C. members?

Because they know that when they present advertisers with an A.B.C. report, they have removed the last doubt of the accuracy of their circulation statements.

It is good business for them to be members of the Bureau, just as it is good business for the advertiser to give preference to A.B.C. publications.

Audit Bureau of Circulations
202 S. State St. CHICAGO

Opportunity for bright young man or woman traveling around Dominion to add $15-$30 monthly to income for few hours work weekly.

Reports wanted of unusual store window displays; all trades. Describe windows so that other merchants can use them. Give store names. Send sample bunch of trimes. Prompt payment will follow if satisfactory. Regular correspondents also wanted in large cities. ERNEST DENCH, 3052 Emmons Ave., Sheepshead Bay, N.Y.

Newspaper and Magazine Advertising

Booklets, Catalogs, and House Organs

Designs, Trade Marks and Illustrations

Prepared in Ottawa
Placed Anywhere
Ask Us.

Peabody Advertising Ottawa
178 Nepean St
Phone 3626.9

CHARLES EDWARD PEABODY
HENRI CHAUME.

Advertise With a View of Your Plant

Before placing orders, Foreign Trade demands tangible proof of your size, capacity and stability

The whole story will be told by a glance at an Ad-Art realistic birdseye view of your plant.

AD-ART STUDIOS
Producers of Advertising Art
7 Victoria Block Windsor Ontario

The Toronto *Globe* sent out a new rate card in May to take effect July 1st showing an increase of three cents per line, due to the greatly increased cost of newsprint, the upward trend of which shows no let-up.

Sense Appeal Sells Smokes

Phillip Morris Cigarette Advertising Strikes Novel Note in Dominion-Wide Campaign—"Reason Why" Copy Strengthened by Selling Illustrations

DOES the cigarette lend itself to "reason-why" advertising?

A correspondent in a recent issue of a London advertising publication has the following to say regarding the trend of tobacco advertising in England: "Rarely is any serious attempt made to put forward solid reasons why one advertised brand of tobacco, cigars, or cigarettes should be preferred to another."

A close observer would have sufficient warrant for stating that the same condition of affairs pertains on this side of the Atlantic. Altogether too much cigarette advertising consists of an exhortation to "Buy Blank's Cigarettes" or some other equally moss-covered appeal. While it may be true that constant repetition of such appeals may bring results in fair measure, reliance on this method in these strongly competitive days is a great mistake.

Reduced from 5 Columns

Every cigarette smoker is interested in knowing the merits of his own particular brand of "smokes." Very infrequently has he been given anything of an educational nature in the immense amount of cigarette advertising which appears in various media throughout the country. He has been the victim of categorical assertions regarding the fine quality of every brand of cigarette—almost "nd nauseam," but convincing *reasons* for this vaunted superiority have usually been conspicuous by their absence. And the way the story has been told in illustrated form has seldom made any stronger attack on the reader's intelligence than has the "copy."

Therefore, in planning their new advertising campaign on behalf of Philip Morris cigarettes, the Tobacco Products Corporation of Canada Limited, determined to strike a novel note. They chose a slogan, "Every sense will tell you," and determined to use this slogan as the text, so to speak, upon which the campaign appeal would be based, both in illustration and argument.

Now this appeal to the senses is not a new one by any means, but the method of appeal is more or less unique. The originators of this campaign set out to show to tobacco users *in specific fashion* just what these tests by the senses would prove, and how they should be made—and they determined that both illustration and printed argument should have a share in implanting the conviction of superior quality in every reader's mind.

The campaign being undertaken to *prove* the quality of the Philip Morris cigarettes, it was obvious that definite tests must be provided by which the reader could judge for himself. Otherwise the campaign would lapse into the mediocre. Furthermore, it was desired to prove this quality against competing articles regardless of class or price. Sixteen standard tests were devised—tests which could be made by any man at any time, and which would show cigarette smokers just what to look for when buying a cigarette. Each test was to be illustrated and described in a special advertisement—the emphasis in every case being placed on the *idea of quality*.

In considering the illustration, it was decided that no fashion-plate Adonis would serve. In each case the illustration should show an ordinary likeable human being such as one meets on the streets every day. The "copy" was to bear the stamp of coming from one who knew his subject thoroughly; the more terse and easily read the better. The style of display was planned to avoid the heavy black appearance so often associated with the sensational bargain advertising one sees in the average large daily newspaper. In each of these advertisements, light-face type and the absence of a border gives room for an abundance of white space, and ensures a light clean appearance always associated with high-class advertising. The result has been a series of advertisements of various sizes which have aroused favorable comment in many quarters.

These advertisements, featuring the sixteen tests, will appear in Canadian dailies over a period of twenty-six weeks. The dealer in every town where the advertising is appearing will be linked up with the advertising by means of a complete merchandising service. Each centre has been thoroughly canvassed, and a complete report secured regarding the sale of Philip Morris cigarettes and of competing lines. These reports are kept up to date, so that the retailer as well as the manufacturer can see the effect of the campaign on sales.

Dealers are supplied with a full size copy of each advertisement as it appears, printed on heavy coated paper stock for display purposes in his store or window. Window displays are also arranged for dealers from time to time. In addition, each Philip Morris dealer receives a letter periodically, telling him about the progress of the campaign, and asking for suggestions which he considers would increase the sale of these cigarettes in his territory.

A reprodnetions of one of these advertisements appears elsewhere. They vary in size from four-column, twelve inches, up to full page size, and are certain to attract favorable attention from both smokers and non-smokers, regardless of where they appear.

This advertising is being placed by Dominion Advertisers Limited, Montreal

❦ ❦ ❦

The Calgary *Herald* recently sent out a special souvenir edition which celebrated the occasion of the Historical Pageant of the Hudson's Bay Company in Calgary in connection with that Company's 250th anniversary. With the exception of a small front page editorial, this edition was composed entirely of news items and advertisements clipped from the *Herald* of 1885, two years after the foundation of that paper, first as a weekly, then as a daily. This small four-page edition of about the same dimensions as a five-column 15-inch advertisement of to-day, emphasizes the marked strides made by the *Herald* during the ensuing years.

❦ ❦ ❦

A new French daily newspaper will be established in Three Rivers, P.Q. about the middle of July. It will be named *Le Nouvelliste*, and is owned by a newly-organized company which has purchased "*Le Trifluvien*," a weekly published for the last four years. The manager of the new publication will be R Bourque, formerly Canadian representative of the Lanston Monotype Machine Co., of Philadelphia. J. A. Cambray, publisher of "*Le Trifluvien*" for the last four years, will probably remain with the new paper as editor.

❦ ❦ ❦

The Musson Book Co., Limited, Toronto, have just published a series of Appleton's Road Guides for motorists and travellers which show in concise fashion main highways, concessions, county and township boundaries, steam and radial railways. Each Guide maps out a certain section of Ontario and Quebec, and gives, in handy-to-get-at form, much valuable information, on matters of interest and importanee to every traveller and motorist.

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

IN BUSINESS OVER 40 YEARS CAPITAL $100,000
ELECTROTYPING. STEREOTYPING. NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING. ENGRAVING
THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO
ELECTROTYPES FOR NEWSPAPER ADVERTISING
STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

TO SECURE THE MOST FAVORABLE FIRST IMPRESSION

USE TWO-FOLD LETTER HEADS

The business man who receives a two-fold letter head is at once struck by its all-round superiority to the great mass of letters wlneh his daily mail contains. This at once puts him in a favorable attitude to ward the message the two-fold letter head bears.

TORONTO ENVELOPE CO's two-fold letter heads are proven business producers, as many big business houses know by experience.

Your printer will get them for you, with envelopes to match.

When ordering them from him, ask him if he isgetting our little folder, "Quality and Service." He will welcome it each month, we are sure. Indirectly itwill benefit yon as well.

TORONTO ENVELOPE CO. Limited

119 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY

"GIBBONS KNOWS ADVERTISING"
MONTREAL TORONTO WINNIPEG

This is Going to Be Good!! So--- Harken!!

THERE are still a few people—who are trying to sell goods in Canada — who have not yet discovered that Ottawa is on the map—or if they have known it, presumably are of the opinion that it is purely a refuge for politicians and law-makers.

To these we want to talk.

Ottawa is the Home of 140,000 prosperous, industrious and happy people—people who buy things to eat, to wear, to improve, to amuse. People who want the things that make life worth living and are willing to pay for them. People with money to spend and who spend it.

This is a fact known and appreciated by those advertisers who have spent money in Ottawa in the past.

This Message is to the others.

5 Vital Reasons for Advertising in Ottawa

1. OTTAWA is the market place of the rich section of Central Canada
2. OTTAWA has money to spend. Its three principal pay-rolls amount to over $25,000,000 each year.
3. OTTAWA has the desire to buy. Its people like and demand the best.
4. OTTAWA has a population—including Hull and suburbs—of about 140,000.
5. OTTAWA as the Capital of Canada has influences which cover the whole Dominion.

"Tell your story" completely in the Capital City by advertising in the

Ottawa Daily Newspapers

Ottawa, Canada

The Morning Journal
The Evening Journal

The Morning Citizen
The Evening Citizen

MANITOBA celebrates her fiftieth birthday on July 15th. Only two years younger is the paper which has assisted most in shaping the great destiny of the West

The first issue of the Free Press appeared on November 9th, 1872. The growth of Winnipeg—at that time a village of 1,467 inhabitants—to its present importance as a great distributing centre for the entire west, has been closely paralleled by the rapid growth of the Free Press in circulation, influence and advertising patronage, until it now ranks with the foremost newspapers of the continent

Winnipeg Free Press

Ask Any Advertising Agency

Eastern Representative
EDGAR J. GUY
302 Royal Bank Building, Toronto

Do you Work or Worry at your Desk?

With the "Office Specialty" Efficiency Desk you can develop the happy faculty of handling well and easily a tremendous amount of routine work. Like courtesy, it smooths away the countless small irritations that daily interfere with the correct performance of office duties.

The "Office Specialty" Efficiency Desk is a personalized filing case and desk combined. Space is provided in it for the systematic filing of business reports, graphic charts, statistics, clippings, catalogs, follow-up matter, personal items either in card or document form—all within easy arm's reach.

SYSTEM SERVICE—The advice and suggestions of our System Service Experts will be gladly supplied to help you solve your office routine problems. The standardization of forms, the making and filing of records and the organization and establishing of office routine and things concerning which, suggestions of System Service Experts are, while offered free to our customers, of untold value.

THE OFFICE SPECIALTY MFG. CO. LIMITED
Home Office NEWMARKET Canada

Export [illegible] Office—300 Broadway, New York City

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Calgary Vancouver

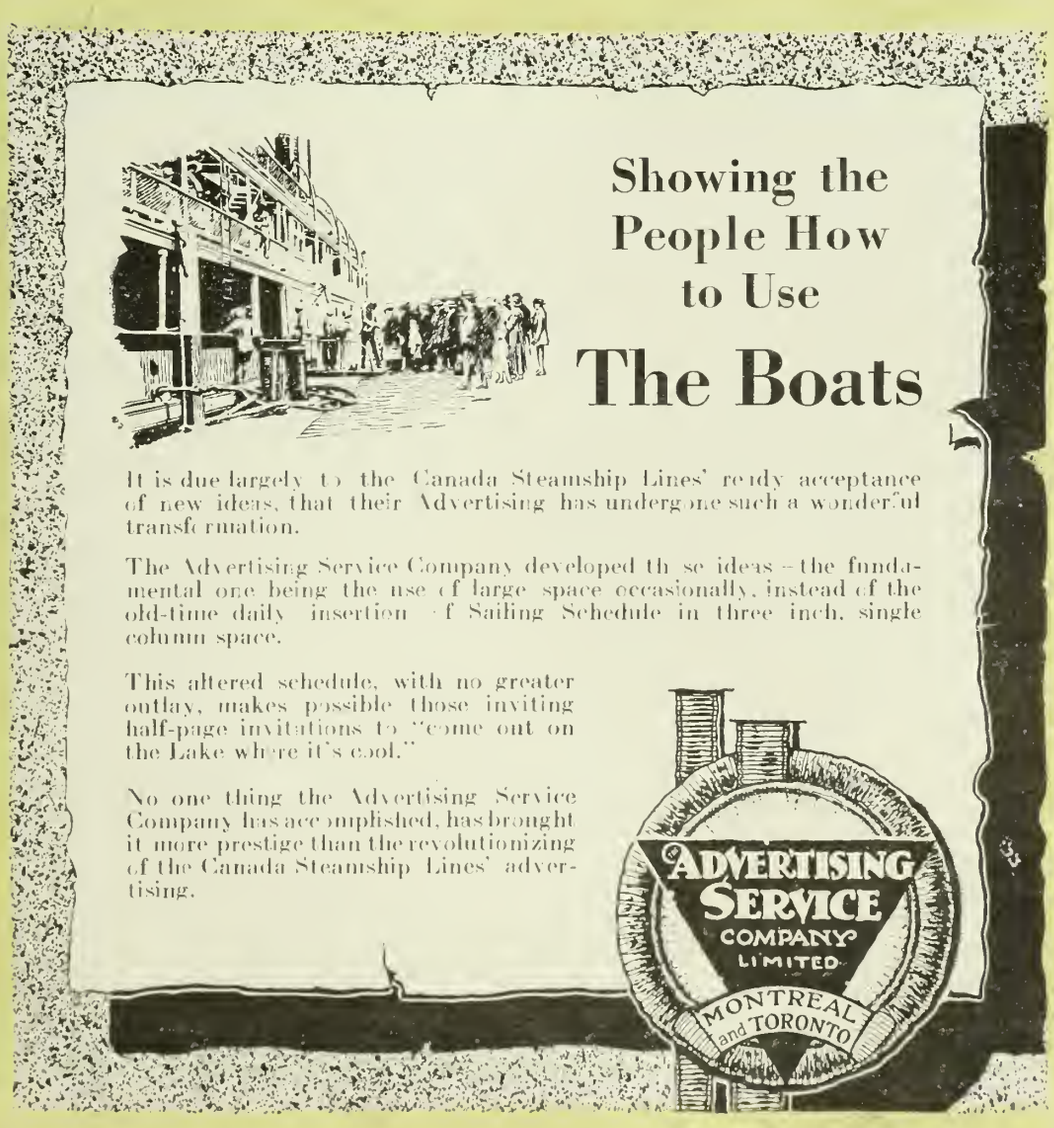
OFFICE SPECIALTY
FILING SYSTEMS

963

Volume XIV. Number 8 *Toronto, July 15th, 1920*

Marketing
and Business Management

Edited by
Walter


Showing the
People How
to Use
The Boats
It is due largely to the Canada Steamship Lines' ready acceptance of new ideas, that their Advertising has undergone such a wonderful transformation.
The Advertising Service Company developed these ideas—the fundamental one being the use of large space occasionally, instead of the old-time daily insertion of Sailing Schedule in three inch, single column space.
This altered schedule, with no greater outlay, makes possible those inviting half-page invitations to "come out on the Lake where it's cool."
No one thing the Advertising Service Company has accomplished, has brought it more prestige than the revolutionizing of the Canada Steamship Lines' advertising.
ADVERTISING
SERVICE
COMPANY
LIMITED
MONTREAL
and TORONTO

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA

20 Cents a Copy

JULY 15th, 1920

$2.50 a Year

You Know a Lot About Your Business---

But Do You Know These Things That Ought to Apply to Your Business?

For thirty years I have been studying American business in all its phases. I haven't concentrated my attention on advertising.

I have studied production and its relation to sales. I have studied credit, finance, and banking in relation to the same subject.

I have made a study of some of America's greatest executives. I had the opportunity of working with many of them.

I believe I understand some things about the personal equation that are generally overlooked in relation to internal organization.

Here are some questions I would like to ask you to think about, for my thirty years' experience has conclusively proved to me that high efficiency lies in their successful answer:

1. Do you know how much business every one of your salesmen ought to do in the territory he is operating in?

2. Is there a perfectly sure way of getting the woman interested in the advertising that you do?

3. Do you know how to keep your sales people "on their toes" all the time?

4. Do you know how to pick an outside man to come in once in a while and tell you what is really the matter with the work that puzzles you?

5. What is the best way to sell parents who have children between seven and fourteen?

6. Can sales people be taught to read customers quickly?

7. Which one of the five senses reacts the most quickly to an advertisment or to a selling talk?

8. What is the best time of day to attract customers?

9. Do you know how to find out what is the matter with your management?

10. Do you know how to find out what the sticking point is in your merchandising and sales work i. e. the increasing of your efficiency in distribution?

11. Do you ***really*** know what your competitors are doing to you in the market?

12. Do you really know whether your advertising is efficient or not?

13. Do you know whether you are spending the right proportion in direct advertising as compared with newspaper or national advertising?

14. Do you know whether your dealers are co-operating with you or not to the degree that they might?

Sit down and answer these questions. Answer them honestly. ***Do you know*** the answer to these questions, or, are you guessing, surmising, imagining or depending on gossip masquerading in the guise of facts in the reports of salesmen.

When you have answered, I wish you would sit down and write me a letter about the thoughts that occur to you. The other day I got a twenty page letter from a manufacturer of agricultural implements in the middle west—it was the first letter I ever received from him—and he told me how much the self-audit had helped him.

E. ST. ELMO LEWIS

Counsel in Advertising Sales and Marketing

Advertising Placed in Any Publication Anywhere

7th Floor Astor Court Building

18-20 West 34th Street, NEW YORK, U.S.A.

Readers of Farmers' Magazine Will Buy Your Merchandise

FARMERS will buy your merchandise if you show them that you value their good will. On every hand there is evidence of a rising tide in prosperity and in the demand for the same class of merchandise found in urban stores.

Advertisers who have investigated the farm market know this to be so. It is evidenced also by a study of Farmers' Magazine. The list of advertisers of "City Bred" Merchandise is large. It is both natural and logical that many of these advertisers should use Farmers' ***first:*** readers of Farmers' want and buy the best: they are the first to buy. Here is a partial list:

Canadian Chewing Gum Co., Limited
Cowan Company
Charles B. Knox Co.
Quaker Oats Company
Ames, Holden, McCready
Dr. Jaeger Sanitary Woollen System Co.
Monarch Knitting Co.
Columbia Graphophone Co.
Thos. A. Edison, Inc.
Auto-Strap Razor Co.
Gillette Safety Razor Co.
J. B. Williams Co.
N. K. Fairbank Co.
Canadian National Carbon Co. (Daylo)
Robert H. Ingersoll Co.
Iver Johnson Arms & Cycle Works
Meriden Britannia Co.
1900 Washer Company
Sherwin-Williams Co.
Waltham Watch Co.
Yale & Towne Mfg. Co.

This in addition to a list which shows a tremendous increase in the amount of automobile accessory advertising

FARMERS' Magazine is Canada's outstanding agricultural publication. It appeals chiefly to prosperous and progressive agricultural families. Over 35,000 copies of each issue are being distributed. The editorial columns of Farmers' have developed a desire for improved production methods, and greater conveniences and comforts in home life.

Farmers' is the great educator. To it belongs great credit for the creation and enlargement of the farm market for commodities usually thought confined to city trade.

Place this enduring prestige back of your merchandise:
Use Farmers' regularly.

Complete details upon request

FARMERS' MAGAZINE

Canada's National Farm Magazine

143-153 University Ave. : Toronto, Canada

The Woman of Discernment
invariably chooses these Electrical Appliances
Canadian Beauty Electric Grill
Canadian Beauty Electric Iron
Canadian Beauty Electric Toaster
WHEN you discuss or think about Electrical Appliances do not forget that the New Canadian Beauty Appliances are infinitely superior to ordinary appliances. They abound in features that lessen your work and make for household comfort.
That may sound like an extravagant claim, but once you have seen them you will appreciate why users praise them so highly
Do you like handsome household equipment, furniture, etc of the best kind, equipment that speaks for your refinement of taste? Do you insist upon such in the articles in your home? Do you expect a just return from your smaller investments?
The New Canadian Beauty Electrical Appliances are invariably the preference of the Woman of Discernment, for not only does she seek appliances of refined and distinctive appearance, but she very sensibly demands service and dependability as well.
In the past year the New Canadian Beauty Electrical Appliances have captured the popular fancy. Throughout the country the demand has been phenomenal. The public has discovered that the Toaster, for instance, toasts bread to perfection, that it will not burn the hands, or scorch or scratch the finest polished table!
Women have discovered that the New Canadian Beauty Grill has three grades of heat, and that it has a larger cooking surface than any other grill on the market. And this grill is highly polished to harmonize splendidly with fine linen, table silverware and cut glass. Above all it is so very practical and useful.
And the public has taken a strong fancy to the iron. For no other electric iron has such a smooth or highly polished ironing surface as the New Canadian Beauty. And the handle is always cool, the iron tip always at perfect heat. This iron has an attached back stand of its own, just tip the iron back and there it stands!
A recital of these features cannot begin to tell you the whole story. You must see for yourself to appreciate what we mean. Only the highest class dealers carry the New Canadian Beauty Electrical Appliances. Write for our interesting literature and the name of your nearest dealer.
Renfrew Electric Products Limited
Renfrew - Ontario
Made in Canada
The New
Canadian Beauty
Electrical Appliances

(Reduced from large size)

Proofsheet No. 3.

"*The Woman of Discernment*"

referred to in the above reproduction of advertisement is no doubt as wisely discriminating as

"*The Man of Discernment*"

who decides to place his advertising where it will do most good.

Equally, scores of

"*Companies of Discernment*"

like the **Renfrew Electric Products, Limited,** find it good business to concentrate on the London and Western Ontario field by using *exclusively*.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

A.B.C. Audit

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIV, No. 8 TORONTO, CANADA JULY 15th, 1920

SOME THINGS YOU CAN DO TO PROMOTE YOUR SALES BY MAIL

Supplementing work of salesman, preceding and following up calls, keeping in touch between calls, covering omitted territory, etc.

Written for MARKETING by WILLIAM A. HERSEY
Manager Mail Sales, Ingersoll Watches

WHEN you mention direct advertising, or sales promotion by mail to many sales and advertising managers, they think that the purpose of it is to take the place of general advertising, or personal selling.

Sales promotion by mail, generally speaking, is one link in the chain of organized marketing. It neither takes the place of general advertising or personal selling, nor does it detract from the results of either one. The purpose of it is to fill in the gaps that are left open by general advertising and personal selling and to increase the results of both.

To point out the possibilities of sales promotion by mail, I will outline the work done by such a department in highly organized concerns of to-day. To be sure, not all of these principles can be adapted to every business, but, generally speaking, some of them can be adapted to almost every business, whether it is a retail, manufacturing or wholesale house. And, rather than theorize, I have stuck entirely to the work that is actually being done in concerns that I am personally acquainted with.

Each phase of this work has proved to be very profitable.

For purposes of illustration, I will presuppose that I am speaking for a manufacturing concern, which sells its products through retailers. This concern, we will say, manufactures a rather varied line, quite a few items of which are advertised, and is in a highly competitive field.

SUPPLEMENTING THE WORK OF SALESMEN

Salesmens' advance cards, and letters preceding their calls are not by any means a new idea, in fact, the idea is so old, that the value of them is sometimes forgotten. That is mainly because the average advance card is merely an announcement to the dealer, saying that the salesman will call at such and such a date. Of course, in some lines, and in the past few years especially, dealers were glad to see a salesman. But as a general thing, the dealer is not as thoroughly impressed with the coming of a salesman's call as many sales managers would imagine. So, in advance notices, whether they are circulars, cards, or letters which are preceding a salesman's call, the main idea is to have them fulfill some definite purpose.

As an example—if your salesman will have special bargains to offer, or new lines to present to the dealer, it is quite natural that if you write to the dealer about it in advance, he will look forward to the salesman's call a little more than he would ordinarily.

If a good report system is used by the salesman, that is, if he reports in code or otherwise, the results on each trip, it is easy to refer to those cards and judge what experience the salesman has had on his last visit.

If the dealer is one who has certain definite objections to offer, or one who has written several letters of complaint since the salesman called last, then it would be a good idea to write a letter, or a series of letters to the dealer, with the object of overcoming those complaints or objections in so far as it is possible.

It is easy to conceive that a series of well-written letters dealing with certain definite objections or complaints will make it easy for the salesman. And when you consider that it costs anywhere from $1.00 to $3.00 to have the salesman make the call, and that he doesn't spend more than twenty minutes to a half hour with the dealer, it is not necessary to save very many minutes to pay for the cost of the letter.

Another method one concern I know of has found very profitable in writing letters preceding salesmen, is to have the correspondent analyze the dealers' reports when writing the

Editor's Note: This is one of several articles on the work that can be done through sales-promotion by mail, based on an address made by the writer before the School of Commerce of the New York University. It will pay every reader to study them very carefully, as there are numerous points brought out that can be applied to any business in any line, whether it is a wholesale, or retail store. Mr. Hersey has offered to answer any questions pertaining to sales promotion by mail, or direct advertising. These questions will be answered in MARKETING, or by special letter. Address your questions and problems c/o the Editor MARKETING.

letter and play up the lines which the dealer has not been handling, or has not been handling as much as he should.

Quite frequently the reason the dealer does not sell a certain line, or order as much as he should, is because the salesman does not play it up as much as he should, or sometimes because he forgets all about it.

I remember one specific instance in our own organization. We had one salesman who could not sell one of our high priced models. Although he was a good salesman, he simply could not make his budget on one certain model.

The sales manager spent a day with him and found that this man, when calling on the trade, started to talk the line, showing the low priced models first, and gradually working up to the high priced ones. By the time he got to this one high priced model, the dealer had ordered so many of the others, that he thought he could not use any of the specific model referred to.

This is just an illustration of why some dealers are not handling certain lines, or as large a volume as they should. It is quite often because they do not understand the merits of the line, or the sales possibilities.

This concern that I refer to follows this practice quite extensively and has been able to develop many good accounts through this method.

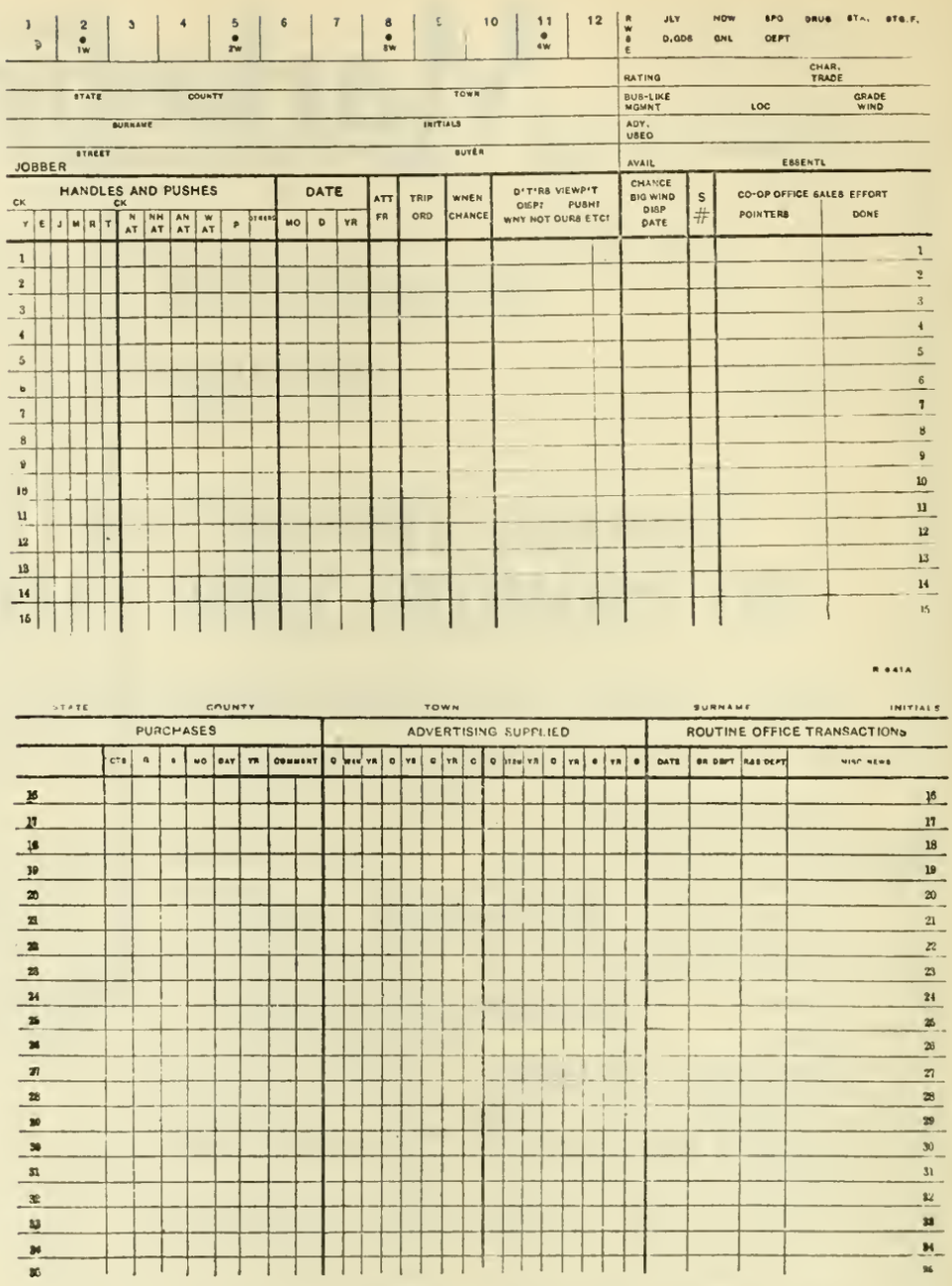
These are but a few of the general ideas of the work that can be done to supplement the salesmen's work by sending out letters and circulars just prior to the time they call.

Following up Salesmens' Calls

It is not possible for a salesman to see every dealer he calls on. Some of them will be out or busy. Then again, many of them will not buy because of some grievance, or possibly having bought, they still hold a grudge against the house for some reason or other. In other instances, a salesman does not sell a dealer all of the lines, or as large a volume as he should. I mentioned as an illustration in one of the previous paragraphs how one of our men did not sell a certain model.

By having a salesman use a report card system, reporting each call he makes, a good correspondent can utilize this information to *follow up* salesmen's calls with letters, and make these reports not only very profitable in direct returns, but build up a great deal of good will.

Our salesmen use the report card illustrated. They report each call they make. We use a code system, which enables the correspondent to gajde the dealer's attitude towards



Front and reverse side of card (slightly reduced) used by Ingersoll salesmen to report on all calls. Provides material for effective follow-up

us; in fact, it gives him a very good line on the dealer, enabling him to write a good personal letter.

One thing that must be watched in this work is—that when letters are written following up salesmen's calls not to contradict anything the salesman may have said. In other words, the salesman's call on the dealer is to be used as a leverage. On the other hand, if you are writing a dealer who was away, or busy when the salesman called, make the letter do the work the salesman would have done if he had seen the dealer.

By keeping a record of the amount of business received as a direct result of these letters, you will soon find that it is well worth while to follow up salesmen's calls.

Keeping in Touch with Dealers Between Salesmen's Calls

This particular phase of sales promotion links up somewhat with what we call "Dealer Development" work. We shall discuss the subject later on in these articles. However, there are certain phases which should be mentioned here, rather than under the subject of "Dealer Development."

In many lines, the volume of business that a salesman does in a given territory depends somewhat on how often he sees his customers. This is especially true of lines where the competition is exceedingly keen, and lines that are not trade-marked.

On the other hand, it is not profitable to have a salesman call too often, because the volume of business he can hope to get would not warrant the expense, especially in small towns. But while it would not be profitable to have a salesman call too often on small dealers, yet their interest can be kept up and they can be kept stocked, by means of letters.

The type of letters to use, or how

often to use them depends entirely on the individual proposition.

In our own business, we go over our salesmen's cards frequently, and write special letters to the dealers on models on which they are likely to be out of stock. We also keep the dealer supplied with order blanks, return envelopes, etc., so as to make it easy for him to order "fill in" stock.

Town Salesmen Cannot Cover

There are hundreds of small towns in Canada situated off the main line of traffic that the average salesman does not reach even once a year. Many of them are so small that the expense of calling on these dealers would be out of proportion to the volume of business the salesman could get. However, taken as a whole, these small towns can be made to produce a good volume of business.

By the use of properly planned circular or letter campaigns, you can, in a measure, do the work in these small towns that a salesman would have done. I shall not dwell too much on the possibilities of selling in small towns, as that was dealt with in a previous article several months ago.

Then again, there are towns that a salesman expected to make, but for some reason or other was unable to, possibly because he was delayed in one town and, unable to make connections, he had to miss some town on his route. These towns can be handled in the same way as where dealers who were away, or busy, when the salesman called.

These are but a few ideas of the general work that can be done by a good sales promotion man to supplement the work of the salesmen. It would pay every sales and advertising manager to study his individual problems and see if he isn't losing sales that he should have by not following up his men, or doing some other work of this kind. A great deal of this work has been spoken about, but though it is highly profitable, it is surprising how few concerns actually do the work.

Functions of the Sales Promotion-by-Mail Department

Supplementing the Work of Salesmen

1. *Writing to dealers in advance of salesmen's calls.*
   - (*a*) General letters or cards to dealers. To have dealers expect salesmen.
   - (*b*) On special bargains salesmen may have to offer, or announcements of new lines.
   - (*c*) Special letters to dealers who will have kicks to make to the salesmen, or to overcome special objections which are known in advance.
   - (*d*) To prospects who have never handled your lines. To give them a general knowledge of why they should handle—to save salesmen's time.

2. *Following up salesmens' calls.*
   - (*a*) To write to dealers who were away or busy when the salesman called. These letters, or circulars, should be planned to do the work the salesman would have done had he been able to see the dealer.
   - (*b*) To write dealers who complained about the goods or service. Salesmen should report all of the vital cases.
   - (*c*) To write dealers who did not buy all the lines they should handle. At times, a salesman is unable to sell certain lines, or if for any other reason he does not sell them.
   - (*d*) Write to dealers who should have ordered more of certain lines than they did order from salesman.
   - (*e*) Letters of welcome to new dealers, giving them ideas on how to sell, how to display, etc.
   - (*f*) Above are but a few of the many opportunities to write letters, following up salesmen's calls; to build up good will, and get business as a direct result.

3. *To keep in touch with dealers between salesmen's calls.*

   It is not always possible for the salesmen to call on all dealers as often as they should, or, on the other hand, if they were to call too frequently, the volume of business procured would not justify the expense incurred. Therefore, it is advisable to keep in touch with the dealer between salesmen's calls. Letters covering such instances as the following:
   - (*a*) Keep up dealers' interest in line; offer sales suggestions, etc.
   - (*b*) To keep the dealer stocked.
   - (*c*) Special letters on lines which he is likely to be out of.
   - (*d*) Supply dealer with order blanks, return envelopes, etc. to make it easy for him to order general stock by mail.

4. *Towns salesmen cannot cover.*
   - (*a*) Blanket mailings to the thousands of small towns salesmen do not cover. These mailings should be planned to secure direct returns, the same as if a salesman were to call on these dealers.
   - (*b*) To open new accounts in small towns the salesman does not reach.
   - (*c*) Special letters to dealers in towns that a salesman misses on his trip, but had expected to make.

5. *Selling special classes of dealers salesman cannot call on.*

   In most every line of business, there are certain lines which are handled to some extent by trades other than those the salesman calls on, but the volume of business on these special lines is so small, that it does not warrant having the salesman call, in order that these special lines are sold to special classes of trade.

6. *Pushing lines on which salesmen fall short.*

   Quite frequently salesmen do not come up to budget on certain lines. Campaigns can be planned to sell lines on which they fall short.

7. *To generally assist salesmen.*

   There are times when a salesman finds it difficult to sell certain lines, or they meet certain objections which they find difficult to overcome. To overcome either of these conditions campaigns can be planned to back up their efforts.

FIRST CANADIAN INDUSTRIES EXHIBITION IN LONDON PROVES WASTE OF MONEY

Necessary publicity not provided, and visitors prove negligible. A good idea gone wrong. Fault not all with promoter. Views of an impartial critic.

By John C. Kirkwood
Marketings' British Correspondent

"BUT where's the Crowd?" This was the unanswerable question put to me when I attented the First Canadian Industries Exhibition in London on the evening of its second day.

This Exhibition on paper looked good to a goodly number of Canadian Manufacturers, and I believe I am right in saying that it had a sort of endorsement by the Canadian Manufacturers Association; possibly, also, by the Canadian Government, as represented by the Overseas Branch of the Department of Trade and Commerce of Canada. It was a private enterprise, however, promoted and organized by one H. G. Montgomery, who, I am informed, is a professional organizer of trade and other Exhibitions.

The Exhibition, to the eye, was attractive. That is, the white stalls were pleasing both in style and arrangement; and the light, coming through a high glass roof, made the exhibition hall luminous. Also, the exhibitors had attractive displays. But where was the crowd?

Visions Unrealized

I stayed at the Exhibition for about two hours, at least one of which was a bad hour—from 6 to 7. But at 8 o'clock the number of visitors was negligible. Perhaps there were 50. Those present in largest numbers were those in charge of stalls!

I talked with the representatives of several exhibitors, and they were sore, and asked, "Where is the crowd?" Evidently they had been persuaded, by their own enthusiasm and wishes if not by Mr. Montgomery, that a crowd would fill the Royal Agricultural Hall, and that the first Canadian Industries Exhibition in Great Britain would be a spectacular success. But at 8 o'clock of the second day, the visioned crowd was a myth—a thing of the imagination.

The Exhibition was opened ceremoniously by Sir George McLaren Brown, European Manager of the Canadian Pacific Railway, but I fancy the chill of an empty building took something from the warmth of his ardour. To hear what he and others said was made difficult by the playing of a near-by piano and the hammering of someone eager to get his exhibit ready for the expected crowd. There was also a luncheon where fine things were said. Also, there was a band to give pleasure to visitors.

A Trade Exhibition

This exhibition, in the language of Mr. Montgomery's preface to the official catalogue, was "a modest attempt to familiarize the British public, and, particularly, wholesale buyers the world over, with the quality and measure of Canadian products." These words are almost grandiloquent. Written well in advance of the fact, they may have appeared to the writer to be true. But the British public did not flock to the Royal Agricultural Hall, nor show any intense interest in being made familiar with what Canada makes; nor did wholesale buyers the world over evince any remarkable desire to know the quality and measure of Canadian products—that is, during the first two days of the Exhibition.

The Exhibition's hours were from 11 a. m. to 9. p. m., and the period of its duration was June 7—17. The general public was not admitted until 2 p. m., the earlier hours being reserved for buyers.

1s. 8d.—"So Sorry"; One Who Sympathises, Thornton-le-Dale.
1s. 6d.—Mr. and Mrs. Harradence.
6d.—Anonymous.
CANADA in LONDON
Magnificent Products of the Dominion.
The most comprehensive Exhibition of the kind ever held in this Country.
ROYAL AGRICULTURAL HALL, N.
Open until June 17th.
11 a.m. to 9 p.m.
General Public admitted only after 2 p.m.
Machinery, Agricultural Implements, Piano Players, Wall Papers, Leather, Boots and Shoes, Chocolates, Cutlery, Steel Products, Bicycles, Food Products, Woollen Houses, and a hundred others.
CANADIAN PACIFIC RAILWAYS.
FREE CINEMATOGRAPH THEATRE.
11.30 a.m., 2.30 p.m., 6.30 p.m.
Canadian Life, Scenery and Industries, Including the only complete record of the tour of H.R.H. the Prince of Wales.
ADMISSION FREE.
RAILWAY AND SHIPPING SECTIONS.
Boot and Shoe Fitting Competitions.
Bee Keeping Appliances.
BAND OF THE ROYAL ARTILLERY.
ADMISSION 1/ (including tax).
THOS. COOK and SON'S
PROGRAMME, No. 104.
"SUMMER HOLIDAYS AT HOME AND ABR"
Likely to excite much interest?

It may be quite unfair to judge an Exhibition and the measure and quality of its attendance on the records of the first two days; and I am sincerely hoping that if I refer in a later letter to this Exhibition I shall have to make some apologies to Mr. Montgomery for throwing discredit on his enterprise; but I think I am on quite firm ground when I say that the Exhibition failed to fulfil its promises and hopes.

In May, London had a Business Exhibition in the same building, one which was reasonably well advertised, but the crowd—the desired crowd—did not attend it. One explanation is that this Exhibition was lifeless when one visited it—a cold corpse. Yet other trade exhibitions held this year in the same building were notably successful. So failures are not universal and inevitable.

Assuring Success

A trade exhibition is a form of advertising, and is subject to the same laws that govern the preparation and publications of press advertisements, if these are to be resultful. There must be (1) a good article; (2) a good organisation; (3) a good atmosphere; (4) good copy; (5) a good offer; (6) good circulation; (7) a good follow-up. These things must be in combination if maximum success is to be achieved. If these tests be applied to the Canadian Industries Exhibition, it will be found that, in respect of some of them, there is no re-action. For example, there was no good atmosphere, no good circulation. Whatever may be true concerning Mr. Montgomery's organization, the engine behind the enterprise, it is a fact that the necessary publicity was not provided. Some pulleys designed to operate shafting, carried no belts. So while part of the machine worked, part did not; and what's the use of spending energy on only part of a machine when production of function depends on its complete operation?

(*Continued on page 411*)

BUSINESS MANAGEMENT

COMMENT AND SUGGESTION ON PROBLEMS OF PRODUCTION FINANCE AND SALES; INVOLVING PRINCIPLES AS WELL AS METHODS

Edited by E. ST. ELMO LEWIS, Astor Court Bldg., 18-20 W. 34th St., New York, U.S.A.

ALL COMMUNICATIONS RELATIVE TO THIS DEPARTMENT SHOULD BE ADDRESSED TO MR. LEWIS. PLEASE USE YOUR BUSINESS LETTER-HEAD. COMMENT ON ANY PHASE OF THE SUBJECTS TREATED IN THIS DEPARTMENT SOLICITED FROM READERS

DEVELOPING YOUR MAN POWER PLANT POWER---TOWN POWER

PROBABLY ninety percent of the employers of the country, if asked a year ago, what they wanted most to do—what problem gave them the greatest concern—would have said, "The development of my man power—greater morale, more contentment.

Today but seventy percent would answer in the same way.

Each day sees the percentage growing less. For one reason, as the strike pressure grows less, cancellation of orders increase, and the prospect of an increasing inflow of labor from Europe grows brighter, the American employer, with incurable superficiality, ceases to care what labor does.

He sits down and waits to see what will happen.

Of course this is the short-sighted habit of the so-called "practical man" who has about as much social and economic sense as a mink.

There are a few concerns, such as those represented in the National Association of Corporation Schools, who are, probably with no high sentimental, moral or emotional motive, thinking beyond their day and hour to future betterments and safety.

During the past six months or more the Goodyear Tire & Rubber Company, Akron, Ohio, has been preparing a course of study for its employees. It has prepared a remarkable series of lecture courses, with practical problem applications.

An entire building, known as Goodyear Hall, has been set aside for the school work.

A recent issue of "The Wingfoot Clan," a house organ for Goodyear employees, has this to say about the new courses:

Elementary and Advanced Course Open at Goodyear's School

Have You Slipped?

"Sometime ago, when you decided to do something to better yourself, when you decided to brush up a little on spelling and arithmetic, and writing, and possibly economics—did you do it? Why not? Who stopped you? Probably your answer is the one that so many of us make: "Oh, I just didn't do it." Notice, "I didn't do it." We, each one of us, are in a large measure to blame for the things which we lack; fact, isn't it?

"On this school proposition, take yourself by the hand, and "come across" the street to Room 527, fifth floor, Goodyear Hall; come over to see what we have, anyway—no one will force you to take a course. You owe it to yourself to take five minutes of the time you generally use waiting for a car, to give this the "once over."

Production School

Classes open to all Goodyear men. Terms begins Monday, April 5th. Registration—Room 527, 5th floor, Goodyear Hall.

Course No. 3101 Mathematics. 1 hr. a week for 39 weeks. Thursday at 7:30 A. M., 2:00, 4:00 and 5:00 P. M. Room 523.

This course is intended for those who need a thorough review of present day Mathematics as applied to industrial conditions. Any one who successfully completes this course should have no difficulty in solving the Arithmetical problems encountered within the Factory.

Course No. 2101 English. 1 hr. a week for 39 weeks. Wednesday at 7:30 A. M., 2:00, 4:00 and 5:00 P. M. Room 414.

This course includes a rapid review of Grammar and Rhetoric Special stress is laid on the application of the principal laws of composition, unity, coherence, emphases and variety. Written compositions are on practical and familiar subjects, and both class rooms and outside reading is assigned.

Course No. 2220 Effective Speaking. 1 hr. a week for 26 weeks. Tuesday at 4:45. Room 416.

"Opportunity is given the student to speak on practical and familiar subjects, and so learn to address such meetings as every one attends from time to time, but before which few feel capable of speaking.

Course No. 5101 Mechanical Drawing. 2 hrs. a week for 26 weeks. Thursday 7:30 A. M., 1:00, 4:00 and 6:00 P. M. Room 509.

"This course is intended for beginners in Mechanical Drawing. It serves as an introduction to the subject of the Principles of Ordinary drawing requirements.

Course No. 5002 Blue Print Reading and Technical Sketching. 1 hr. a week for 13 weeks. Thursday at 7:30 A. M., 2:00, 4:00, 5:00 P.M. Room 536.

"This is a course intended to give any shop men a thorough knowledge of the Prints, so that he will be able to comprehend the meaning of the designer; no drawing is done, but part of the time is spent on free hand technical sketching.

(Continued on next page)

Course No. 1220 Corporate Organization and Industrial Management. 1 hr. a week for 13 weeks. Wednesday, 7:30 A. M., 2:00, 4:00 P.M. Room 107.

"The ideas which the average man has concerning corporate organization and finance are hazy. Yet the majority of modern industrial enterprises are to-day cast on the corporate form. It is essential therefore that the ideas of the Goodyear Industrian concerning the corporation be clarified.

"In this course the method of organizing a corporation is studied with thoroughness. The relation of the stockholder of the corporation in which he owns an interest is made clear. The use of the corporate funds and the divisicns of profits among the shareholders is given an important place. The discusisons in this class make it possible for every man enrolled to receive answers to the many questions which arise in his mind concerning the corporation.

Course No. 200X Mute Sign Language. 1 hr. a week for 13 weeks. Friday, 4:45. Room 403.

"The purpose of this course is to help those men in the Plant who daily come in contact with the Silents. The class will be open to only those who will be materially benefited by it.

Women Only

Household Arts School

"Classes in this School will be open to women working at Goodyear; and also to wives of all Goodyearites. The sewing class for beginners is now being organized—come to Room 527, Godyear Hall to register. Other classes in such subjects as cooking, dressmaking, millinery, household economics, home nursing, etc., will be announced later.

Sewing

"The aim of this course is to make a finished garment which will be useful, and which will teach the simple sewing every girl should know. This is a class for girls who have never sewed.

Schedule for Sewing Classes

"Factory Girls—Monday and Wednesday { 1st shift 4:00 to 5:00 P. M. / 2nd shift 2:00 to 3:00 P. M.

"NOTE—Factory girls working the 3rd shift may attend with either of the other two shifts.

"Office Girls—Tuesday and Thursday—4:15 to 5:15.

"Married Women—Tuesday and Thursday—3:00 to 4:00 P. M.

"Girl's desiring to spend more than the required time on the work can make arrangements with the Instructor."

A correspondent asked me: "What can we do in a small town?— To keep our men who go to the larger towns, and if we educate them, they leave us more quickly."

A small town is but a small edition of a big town.

If I were going to do anything for a small town I'd get the employers together, and that would be the big job. They are generally "big" only by comparison to their surroundings. They are jealous, narrow and stubborn in their ignorance. Their "business is different"—they know everything because "I've been in this business for twenty years," etc.

But I'd try to get them together for a six months' training in management—say one lecture a week.

Then I'd sell them the idea of getting *all their men* together for study—I'd create a town school. I'd fortify it with enlightened employee-ownership stock selling campaigns. I'd tie those men to their jobs. I'd find out what was the matter with the town by paying my taxes on a decent assessment. I'd make a business man-foreman-employee government for the town. I'd bring the farmers in to tell us what they wanted the town to do—if it was a farmer section—and I'd go after the cost of living. Then I'd put the women to work making homes.

I'd make my plant the centre of a man-making, home-making, town-making influence that would make the whole town boost for me and my plant.

I wouldn't expect to be appreciated for five years after I started. I'd expect to be laughed at by some of my fellow employers and damned by others—suspiciously regarded by my workingmen—and sneered at by their paid trouble makers—but I'd win, and in five years I'd have that town working together for the common good.

I know. I've seen it done.

The Goodyear people are on the right track if they don't get the idea that they know it all.

Then they'll find they're on a "siding."

Finally, when men leave you it is your fault. You hold men by leadership, *i.e.* knowing more, showing more and producing more than they can.

If you can't keep men—when you fall down on your program—there is only one answer—YOU haven't solved the problem, isn't that so?

Granted, they are ignorant, bull-headed, unstable, indifferent, greedy, slacking,—well, what are you going to do about it?

Are you not the leader? Are you not the voter and taxpayer who helps to make the government of the employer class set the policies of industry? What are you doing about it?

Have you personally made one single bit of an effort to develop the right kind of an employee?

If you haven't, where do you expect the worker to get the "right kind of ideas?" You seem to think a working-man should secrete the right kind of thoughts as his liver secretes bile! You are surprised to find that he listens to the Socialist agitator who is paid to tell the worker what he wants to hear—principally that you haven't an economic-justice leg to stand on. He graduates from Socialism into I.W.W.ism, and you wonder!

You say—"The workingman doesn't think"—and sometimes when you are hard pressed by your failure to justify your failure to keep command of your army, "The workingman can't think."

On the contrary—the workingman honestly tries to think more than you do. Don't ever get the thought into your head that he can't or won't think.

He is thinking—thinking—thinking—and you are not giving him anything to think, so he turns to those who do, the radical agitators.

Do a bit of thinking yourself. When you are willing to sacrifice for your convictions and your class what Labor has sacrificed for its convictions, you can then appreciate how deeply, conscientiously and desperately the worker has been thinking his way through the fog.

Wrong thoughts, you say.

Let us grant that

It costs more in thinking and in disappointment to think wrong thoughts, sometimes, than right ones.

You are the teachers, leaders, developers of success—show these men what, how and why they are wrong. Show them what is right.

What is your creed—what is your plan—your program?

E. St. Elmo Lewis.

The World's Progress

THE Soviets are now yowling about "corruption" — "autocratic indifferenee to right or justice" — "economic ruin and failure"—"slave labor"—well, what could they expect?

Have they not taught the proletariat that it need not work more than four hours a day—that no man had the right to live on the work of another—that the world owes all men a living?

Aren't the Russian Soviets getting what they wanted—what they have taught?

But watch!

Out of the welter of life which is now called Russia will come a new social order. It will have its classes and its masses. They will be called by a different name. The "proletariat" may continue to "rule" for a long time, but the ruling will be done by the politically skillful—the able handlers of men, who will tell the proletariat what it wants and what it can have.

Gradually the aristocracy — the middle class—and the under dog will take their places. There will be more liberty—because these classes will have learned how to live with more liberty—but the "dictatorship of the proletariat" will then be carefully put away in moth balls with the shibboleths of the Rennaissance, the Cromwellian Roundheads, the French Revolution and the American Revolution. It will have served its turn in this new world's upheaval, just as the rest have done.

Autocratic class ignorance has once again met autocratic mass ignorance, and gone down before it. A new aristocracy is now in the Russian making. New names will take the place of the old nobility. The catch phrases, the nomenclature, the values will be changed—but the world evolution goes on in its ceaseless, restless, irresistable way—the Lenines and the Trotzkys are but the passing emblems of what the Gompers and the Lees and the rest stand for in this country—the desire of power, the playing at kingship whether it be politics, society, industry, finance, commerce or business.

In the long run Society gets what it wants and deserves, however puerile, noble or materiel it may be.

Let the proletariat of Russia stew in its own juices. It is in that stage of adolescence where its education is a process of painful bewilderment and the graspings of the shadows for the substance.

Let it alone.

It will arrive, new names for old progressions—the world will be its one step, no more no less, ahead.

The business man must learn the new game, that is all.

* * *

Use the Salesmen as Propagandists

OF the 500,000 salesmen who travel in the U. S. and Canada, how many really understand the economics of the reconstruction period. I have been travelling from the mid-continent back and forth to the East during the past four months. In hotels and smoking rooms, in conventions and conferences I have met at least two thousand salesmen.

I see in these men a body of trained propagandists for the right principles—eternal values.

They are not being used.

They are absorbing right under the eye of their employers some false, pernicious and rotten doctrines and principles. Without knowing it some of these level headed, enthusiastic, sympathetic, ardent men are spreading doctrines of which they do no comprehend the logical outcome. They should be taught. They must be reached. *The Rotarian*, organ of the Rotary Club, *The Torch*, organ of the Kiwanis Clubs, should carry open discussion of the economic theories propagated by Comunists, Socialists, Bolshevist and Syndicalistic press.

A series of articles by men who know, who can powerfully present the right as it logically is, as its history proves, and the actual results of the past and present experiments prove it to be, should be presented.

A political machine—a system of government—a business organization —a family—is nothing but a group of human beings. The thing exists for the people, not the people for the thing. As old and as trite as that is, about seven people in ten do not understand it.

* * *

We have pretty conclusively proved that just because a man would work for a dollar a year was no indication that he knew how to do the job that he was called upon to do. It is the same old, innate error of democracy that democracy must be content with no rewards beyond the consciousness of a duty done.

TACT is a kind of intuition, by which its possessor can do at once, and often better than those who have had long experience, but are deficient of tact, things that require alike cultivated taste and judgment. Many men seem able to know intuitively the best thing to be done in any emergency. They have clear heads, with power to grind well whatever goes therein; their eyes have been attentive, and are in the habit of looking into everything, and so they bring all their forces into life's daily battle. These men will understand everything; they are no loiterers in the world's workshop dawdling about, but men with a vocation in life, which they willingly accept, and mean to follow with all their might.

— *James Platt.*

A Prophecy

I am going to make a prophecy.

Take Bela Kun, Lenine, Trotsky, Robespierre, Dantan, Marat, Ludendorff, William the Lesser, Frederick "The Great," Villa, all of them from the beginning to the end—the will to power is the secret urge. If you and I could put an X-ray on thought, we would see the symbols of power fixed in the visions their minds entertain. It is the same from town dog-catcher to dictator—Power, the great stimulus, the final principle.

Greed for money, place, preferment, prestige, "recognition," the office boy, the salesman, the G.M., the president—you and I—the only difference is, Do we play the game according to the rules, or do we "bust up the game" and try to fix up a new one in which we alone shall always win?

When the last word is written in the next hundred years, no matter what the change of names, terms and shibboleths—these men will be found to be the same as others who were ambitious. Their followers will be found to have not progressed one jot further than their capacity. There is no power on earth that has ever yet been found that could keep a $2.00 man in a $10.00 job.

The reason why the college professor so often is of little practical use to his time is because he thinks of life in either its past or future tense. He is constantly looking at the future to get something new that is not going to happen for sometime, and therefore events will not upset his theories, or he is thinking of the past where events have produced a static condition of equilibrium, and he can play safe.

* * *

A Remedy For One Sided Education

Advertising and selling cannot ignore the problems of financing and production in a business. It has been the curse of the selling side of business that it persisted in ignoring the men and the problems of financing and production. The consequence has been that the commercial, business and industrial leaders have ignored the sellers. It has only been within the past four or five years that there has been a change for the better, *i.e.* a reapproachment and a sympathetic comprehension of the essential unity of the central problem of all three functions.

The greater corporations are looking with increasing co-operative favor on the work of such schools as the Industrial Extension Institute, the Alexander Hamilton Institute and the International Accountants' Society, who are teaching the fundamentals of production, administration and accountancy to their heads of specialized departments.

* * *

Nothing Can Take the Place of Personal Efficiency

All manner of wild programs, policies, remedies, cure-alls, etc., are now being shouted from the housetops.

Some of these plans have merit, no doubt, but not one of them will take the place of Personal Efficiency.

The wealth and wisdom of this nation depend upon the wealth and wisdom of the average American.

You can't build up a great nation by a system of bureaucracy that dwarfs the citizens into a herd of dummies.

Germany tried that and failed.

Neither can you build up a nation by killing off your leaders and smashing up your organizations.

Russia tried that and failed.

We Americans do not believe in either Bureaucracy or Bolshevism.

We don't want either too much government or too much mob.

We believe in self-help and common sense and freedom and fair play, and the right of every man to do the best he can for himself.

Every strong, competent, prosperous American makes the United States greater. Every leader, talker, parasite—eating out of the public crib,—makes the United States less.

That is plain, straight American truth. Noting else can take the place of personal efficiency and personal success.—*Herbert N. Casson—Everlastick News.*

* * *

How the Burroughs Advertises

Several people have made the statement recently that the Burroughs Adding Machine Company discontinued all its direct-by-mail advertising in favor of national advertising. This is not true, and it never has been true. According to a statement of Mr. W. H. Marsh, the Manager of the Advertising Department, the Burroughs Adding Machine Company uses the Addressograph machine for sending out over 100,000 pieces of direct-by-mail advertising each month to prospects. They address 50,000 wrappers for "The Burroughs Clearing House," which is a publication distributed to the banks of the United States and Canada, besides addressing 100,000 wrappers for their house organ called "Business," which is sent to a selected list of manufacturers, wholesalers, and retailers.

The Burroughs has always been, since 1906, one of the largest users of direct-by-mail advertising in the United States, and it has been one of the most profitable sources of business and one of the largest contributions to its prestige.

* * *

The Socialist says it is the army that makes the General, while Common Sense says: Napoleon made the Grand Army, Frederick the Great won the battles; Cromwell made his Roundheads, Grant his Appomattax, and Foch the 11th of November.

A Man's Creed

The late Geo. D. Schwarz, sales agent at Chicago for the National Cash Register Company, formulated a creed while he was in charge of the Philadelphia agency years ago—and lived up to it.

MY CREED

I must work to live. To work, I must get a job. I'll get the best job I can. Whatever job I get, I'll recognize my obligations to the job.

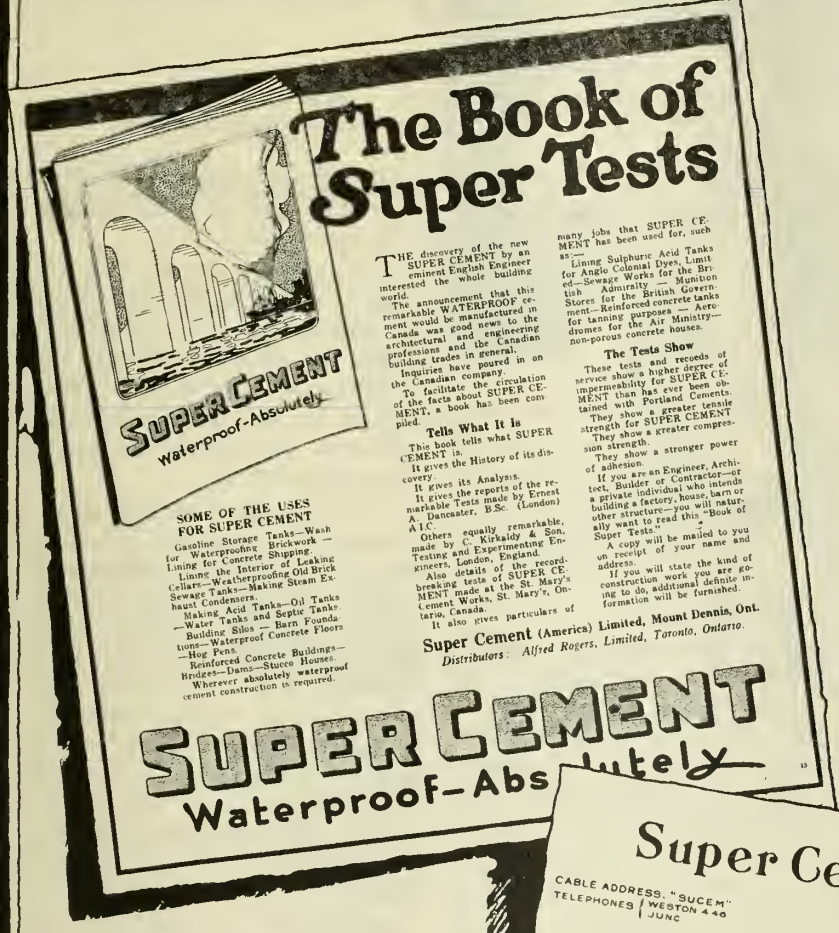
I'll use that job as a stepping-stone to a better one. To do this, I must do what the job requires—and more. There is always competition in all jobs. The best man advances.

I'll give the job my best thought and efforts. I won't sneak. I won't trim an opinion. I won't cheat in my work or otherwise.

I'll be as fair as I know how to the people I serve, to the people I work for, and to the people I work with.

With this creed, I feel the rest is in the hands of Providence.

Results: The "Acid Test"



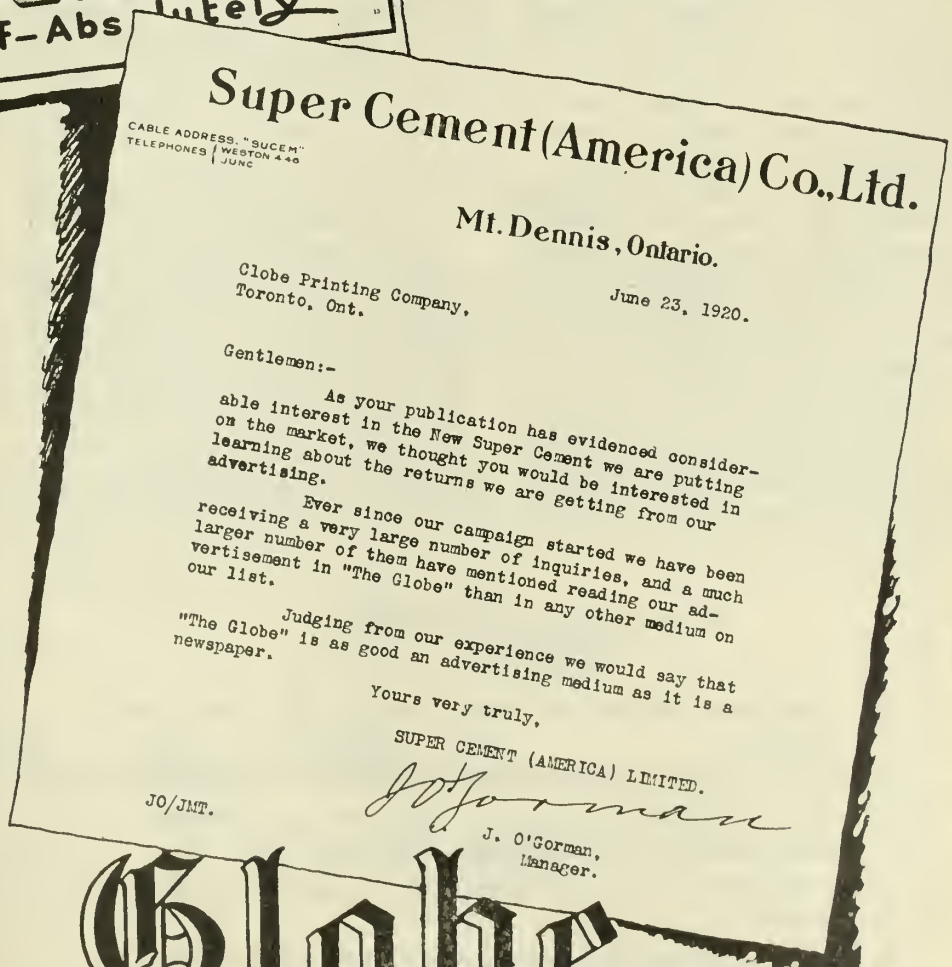
WHEN it comes to producing actual results The Globe stands supreme as a medium for general advertising.

No doubt, you have read the attractive Super Cement advertising that is running in a number of the daily newspapers.

The results the Super Cement Company is receiving from this campaign once more emphasizes the supremacy of The Globe. Read Mr. O'Gorman's letter. It tells the story.

Super Cement Advertising was prepared and placed by *The James Fisher Company Limited, Toronto*

"The Acid Test" of an advertising medium is the results it produces. The Globe passes that test, always in first place.



Super Cement (America) Co., Ltd.

Mt. Dennis, Ontario.

CABLE ADDRESS, "SUCEM"
TELEPHONES { WESTON 440 JUNC

Globe Printing Company,
Toronto. Ont.

June 23. 1920.

Gentlemen:-

As your publication has evidenced considerable interest in the New Super Cement we are putting on the market, we thought you would be interested in learning about the returns we are getting from our advertising.

Ever since our campaign started we have been receiving a very large number of inquiries, and a much larger number of them have mentioned reading our advertisement in "The Globe" than in any other medium on our list.

Judging from our experience we would say that "The Globe" is as good an advertising medium as it is a newspaper.

Yours very truly,

SUPER CEMENT (AMERICA) LIMITED.

JO/JMT.

J. O'Gorman,
Manager.

The Globe

W. G. JAFFRAY, President — TORONTO — WM. FINDLAY, Bus. Man.

Tractor Dealers as Seen by an Equipment Man

By H. G. Weaver
Tractor Bearings Division—Keyall Rablen Bearing Co., Chicago.

RECENTLY I made a trip through the middle and northwestern states, visiting several hundred implement dealers and branches and a number of tractor owners. The object of this trip was to get an intelligent outside viewpoint of tractor distribution problems; to get a composite picture of the man who is buying them; to learn the dealer's problems from the dealer himself, and to obtain his opinions first hand on the future of the industry.

I made a special effort to analyze the respective merits of the automobile and implement man when it comes to the question of tractor distribution. It seems to be generally conceded that the ideal and ultimate tractor dealer will be a type within himself and that this type will be largely drawn from the implement and motor car fields.

Right now the big volume of tractor business is being handled through implement men. The majority of such dealers are selling "old line" tractors. They know the business thoroughly, they are well established, and as possession is nine points of the law, it is reasonable to assume that they will continue to be a predominting factor in the trade.

The new school or automotive class of tractor manufacturer apparently is compelled to go to the automobile dealer for the bulk of his representation for the reason that the established tractor dealer is already affiliated. From this standpoint the ratio of tractors that will be sold by implement and auto dealers, respectively, will be closely proportional to the ratio of tractors built by the old line companies and the new manufacturers, respectively.

Unfortunately, there is a tendency on the part of these two classes to criticise one another. The time spent in such destructive indulgences could be very profitably employed by studying the desirable characteristics of each other, for each class certainly has desirable characteristics.

The representative implement dealer treats his customers as clients; he acts as their advisor on all matters pertaining to power farming; whether he is old or young, he is a fatherly type of individual, sincere in his sales talk, never impatient, frank to admit an error. He has cultivated the ability to see the farmer's side and is judicial in his adjustments. His friendships are founded on business rather than his business on friendships.

The automobile dealer is very aggressive in his methods; he is an enthusiast in the full sense of the word; he takes advantage of every possible sales argument; he is quick to appreciate the sales value of a nationally advertised product; he is energetic to the extreme; has the ability to adapt himself to new developments and conditions; unhesitatingly demands cash settlements, making his profit through rapid turnover rather than long discounts.

Any man can acquire the qualifications of both classes—irrespective of whether he has been handling implements, automobiles, mining stock or tombstones—cannot fail to meet with success in the distribution of farm tractors. He will be an irresistable force in the trade.

Although the old line implement dealer has a decided advantage in that he thoroughly understands the relation between tractor and implement, and is in a position to sell the tractor complete with the necessary adjuncts, I do not believe that it is necessary for a man to handle a full line of implements in order to market tractors successfully. I see no reason why the dealer in tractors cannot successfully co-operate with the dealer and branch house that handles implements exclusively. This is surely in keeping with the present day practice of specialization. Nevertheless, the successful tractor dealer must make a study of the relation of the tractor to the implement just as the exclusive implement man must have a knowledge of the relation of the implements that he is selling to the tractor that is to pull them.

This all goes back to a question of greater appreciation, better understanding and a closer co-operation between the two classes. There is considerable difference between their present methods and characteristics, but the desirable qualities are about equally divided between the two classes. The interests of the auto and implement man are not incompatible and a feeling of reciprocity between the two would accomplish much toward the upbuilding of the tractor industry.

* * *

"You can't give more *service*-value than your competitors, unless all *your employees* want you to. Unless you make them *want what you want*, you can't get it. This means analyzing, standardizing and humanizing your relations with them and giving them more than time wages. You can't get more than a *wage-level* of *efficiency out* of employees, unless you give them more than a wage-level of *pay*." —*Fast.*

IN ANSWERING LETTERS ALWAYS

1. Date your letter and quote that of the letter you answer.
2. Give the subject and discuss no other in the letter.
3. Get to the point quickly, stick to it, be concise, eliminate every unnecessary word.
4. Paragraph; it makes letters clear, and brings quick replies.
5. Be courteous, invariably, and you will win friends.
6. Give an address for the answer, when your headquarters are moveable.

J. W. Hamilton.

Makes a Clean Hit

—and just when it is needed. That is the semi-monthly feature of The Nor'-West Farmer—it reaches the farmer just when he is ready for another issue—just when the value of your advertisement in the previous issue is weakening—just when he has had time to read over ***thoroughly*** the previous issue—then comes our next issue and makes a clean hit with him.

The Semi-Monthly Feature

There are many features about a semi-monthly. First is that you can appear in ***every*** issue without using your entire appropriation. A message in every issue has a great advantage in that friend consumer sees it every time he looks through ***any*** issue. The reader has time to digest the reading matter and in The Nor'-West Farmer this reading goes right through to the last page.

These points mean increased advertising value. A lower ratio of inquiry cost. When you reach 75,000 readers twice a month you are going to make a clean hit every time.

For complete information ask any advertising agency or write direct

Published to Promote Good Farming

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

WINNIPEG CANADA

Eastern Canada Office
95 King St. East, Toronto, Ont.

Eastern United States Office
381 Fourth Ave., New York, N.Y.

Member A.B.C.

"Business Management" Department — Edited by E. St. Elmo Lewis

IS YOUR BUSINESS WORTH WHILE?

Thirteen Tests for Business Efficiency

I HAVE been asked by several correspondents how to test their business efficiency. I am therefore giving them in the following the thirteen tests to which I put a business if I am asked to make an investigation of it from the standpoint of its internal economy, its social value and its future stability:

1. *Has the business a clearly defined objective?*

In other words, what does the business desire to do? It may be concentrated entirely on making profit—it may have the ideal of public or social service—its real objective may be to make a living for its proprietor. The objective is not always well defined nor is it always acknowledged. The first thing is to find really what it is after; then to determine if it is in reality what it should want to do, all facts considered.

2. *It must have some useful, economic purpose in the field of production, distribution, and meet the other social and economic tests.*
3. *It must have an accessible market.*

Because it is established for the purpose of serving some kind of market. It doesn't make any difference whether it is a professional man, such as a doctor, or an oil company endeavoring to sell oil.

4. *It must have an adequate fund of dependable skill and available men, money, and materials.*
5. *It must have a functionalized organization,*

in other words, it must know how it does things and who is to do them and when and where and why they are being done.

6. *There must be adequate and accurate records kept.*
7. *There must be a competent control of all activities.*
8. *There must be a constant and efficient striving towards better methods, and standards once attained must become the average of performance.*
9. *There must be a competent attempt made to find the best man for the job, which carries with it the converse, the best job for the man; the best way to attain the highest performance and the maintenance or morale which insures continuance.*
10. *There must be an ever-present effort to enlist all the available experience inside and outside the business bearing upon the problems of that business.*
11. *The executive must assume responsibility for all conditions.*
12. *The public and the employees must share in all gains and economies.*
13. *The rewards from the conduct of the business must give to capital a just return on its investment; to labor, an adequate wage; to management, and incentive for initiative and a reward for success; to society a valuable service, for insuring to the business as a unit of production, the right to continue its usefulness.*

—*E. St. Elmo Lewis.*

THE 15 EFFICIENCIES THAT CREATE WEALTH

"We find, then that there are fifteen efficiency methods which can be applied to industrial or economic life, as follows:

First, creation, discovery or invention (the initial vision, plan, perception or uncovering of a project, thing or device to be exploited).

Second, labor-saving devices and plans (concrete or abstract).

Third, material-saving devices and plans (elimination or substitution).

Fourth, land-saving devices (reclamation, by irrigation, drainage, reforestation, etc.) Of course there is no substitute for land in any real sense.

Fifth, time-saving devices and plans.

Sixth, labor-augmenting devices and plans (by the so-called 'efficiency' methods, elimination of useless motions, etc.), distinguished from labor-saving devices in that they 'speed up' the worker without reference to machinery.

Seventh, material-augmenting devices and plans (methods of 'speeding up' machinery, more scientific arrangement and handling of factory equipment, including office fixtures). This also includes methods of increasing the value or quantity of products in their manufacture or production.

Eighth, land-augmenting devices and plans (methods of increasing the productivity or value of land).

Ninth, eradication of diseases or other deleterious influences in the laborer.

Tenth, eradication of diseases or other deleterious influences in land and land products.

Eleventh, eradication of deleterious influences in material (maladjustment, worn but repairable conditions, etc.).

Twelfth, elimination of waste, 'disease,' in the operation (obstrustions internal and external, bad methods of conducting business, friction, etc.).

Thirteenth, advertising or promotion (augmention of business through various methods).

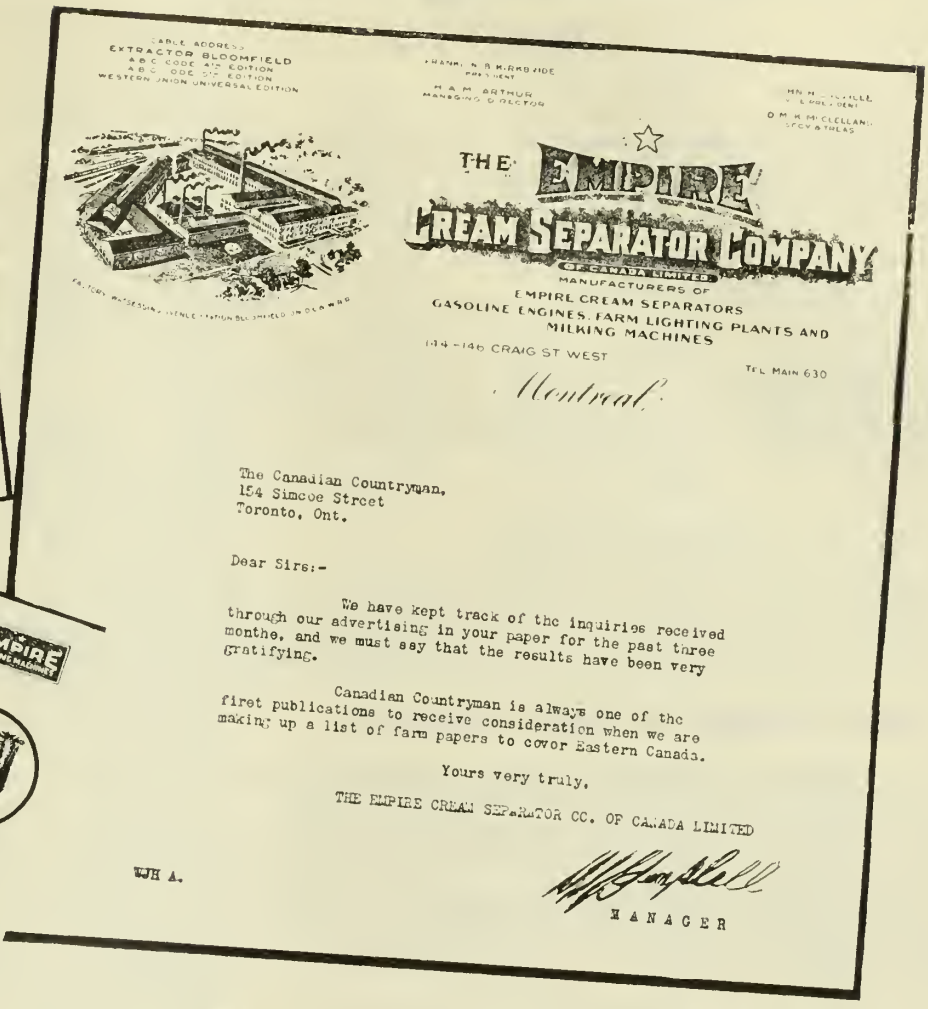
Fourteenth, manufacture or production of a more durable, serviceable or attractive article.

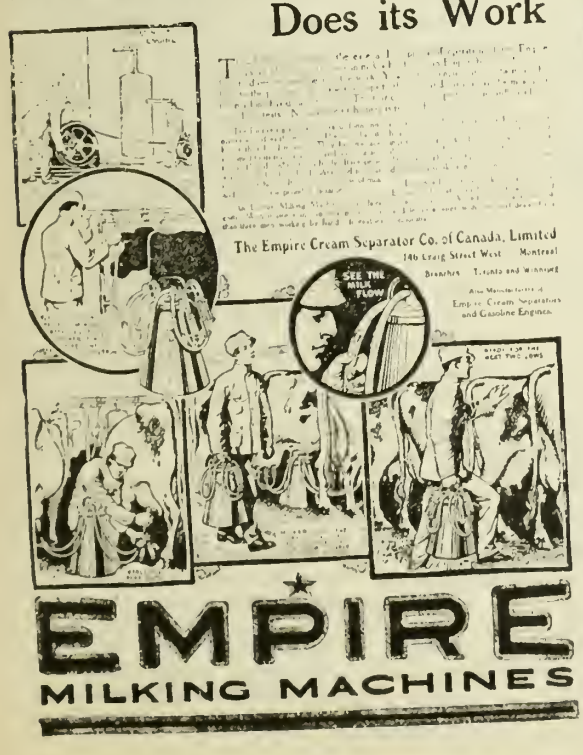
Fifteenth, melioration of economic environments. This method applies particularly, although not wholly, to governmental legislation affecting economic conditions.

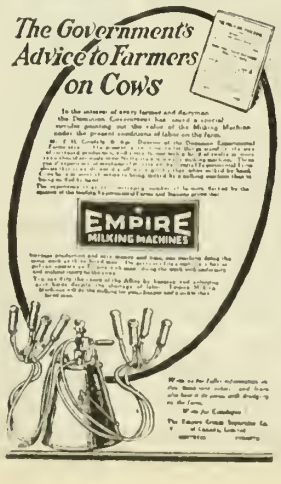
—*J. H. Lockwood*

Canadian Countryman and the Empire Milking Machine

The Cow is the EMPIRE'S Best Salesman
"EMPIRE" MILKING MACHINES
The Empire Cream Separator Co. of Canada, Limited,
TORONTO
MONTREAL


THE EMPIRE CREAM SEPARATOR COMPANY OF CANADA LIMITED
MANUFACTURERS OF
EMPIRE CREAM SEPARATORS
GASOLINE ENGINES, FARM LIGHTING PLANTS AND MILKING MACHINES
144-146 CRAIG ST WEST
TEL. MAIN 630
Montreal.
The Canadian Countryman,
154 Simcoe Street
Toronto, Ont.
Dear Sirs:-
We have kept track of the inquiries received through our advertising in your paper for the past three monthe, and we must say that the results have been very gratifying.
Canadian Countryman is always one of the first publications to receive consideration when we are making up a list of farm papers to cover Eastern Canada.
Yours very truly,
THE EMPIRE CREAM SEPARATOR CO. OF CANADA LIMITED
MANAGER





Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.
ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XIV, No. 8 JULY 15th, 1920

Rates Changes at Regular Intervals

Advertisers are finding it next to impossible to keep track of the many and frequent changes in advertising rates being announced at the present time. They complain, not so much about the increases, which are recognized as generally necessary, but that publishers seem unable to fix rates which can be counted on to hold good for any length of time.

It will be appreciated that, at the present time publishers are finding it very difficult to fix fair advertising rates when they do not know what their costs are going to be. They are acting a bit panicky in many instances, it must be admitted. Faced with the necessity of providing for substantial increases in their revenue they are too much inclined to push their rates up a little bit at a time. Thus we find different publishers announcing several increases in rates within a few months, with perhaps further increases yet to come.

Certainly the disposition of publishers has been to meet advertisers more than half way—even at the risk of incurring considerable losses in completing unfilled contracts. In a number of cases extensions of contract at old rates are permitted for six months, in some cases nearly a year—although it is expected that paper will soon cost nearly double the price of last year. During the adjustment to the new basis of publishing costs there is bound to be some confusion and much bargaining.

But advertising buyers would like to get on a basis where, if they cannot know what the changes are to be, they can at least know when to expect them. It has been suggested that publishers should come to a general understanding so that any rate changes would become effective at stated periods—say January 1st and July 1st of each year. Or perhaps May 1st and November 1st would be better. At any rate, the object is that advertisers would like to know, if possible, when announcements of rate changes could be expected—and that all publishers making changes in rates would make them *at the same time.*

What do you think of the idea?

❦ ❦ ❦

Loyalty to one's employers and oneself means also loyalty to the goods one sells. If you think your firm or your line is not good enough for you to make good—get out!

❦ ❦ ❦

When to Talk Price

Price arguments are quite in order when talking to a purchasing agent who is thoroughly familiar with yours and competing lines and knows qualities and values down to the last analysis. Price and, especially nowadays, deliveries are what interest him.

But why discuss price with the buyer who knows little or nothing about the goods. I want a couch, for example. I go into a furniture store and make known my want. Right off, like as not, the salesman asks what I wish to pay for it. Knowing little or nothing of the range of prices, I probably ask how they run. He tells me, perhaps from $25 to $125—so to play safe I ask to be shown some around $50 to $75. If these don't look good enough I may trade up a bit, ending by buying a less satisfactory, and maybe less costly, couch than I could have been induced to buy had I met a competent salesman.

Would it not have been better, upon my inquiring for a couch, for the salesman to have asked what I wanted the couch for,—whether for living room, parlor, bedroom,—what sort of furniture was in the room in which the couch was to go,—or such questions as would indicate the kind of couch most likely to suit my needs and be in keeping with my other household furniture. Thus he could size me up, and lead me to the kind of couches which were "just the thing," or near enough to draw out my ideas, if I had any.

Price need not, better not, be mentioned until I had practically decided, and then it becomes a secondary consideration.

The salesman and advertisement writer should remember that people are of two minds, as was so clearly pointed out by a speaker at the recent advertising convention. Certain arguments, chiefly relating to price, appeal only to the *reasoning* mind. Selling arguments dealing with style, utility, ornamentation, comfort—in fact nearly everything that induces the largest outlay of money—appeal to the *feeling* mind. The only objection to any quality article is the price. The wise salesman keeps away from price talk until he has created the desire of possession. Price objections exist only in the reasoning mind. Our judgment of value can only be based on past experience—and the average individual's knowledge of most commodities is always inaccurate.

If the appeal is made first to the feeling mind, favorable attention, interest and desire are aroused without raising the question of price—and price will not then, as a rule, be the determining factor.

The feeling mind is dominated by such emotions as love of self, love of family, love of friends, pride, comfort, convenience, etc. Focus your appeal here, and you can the more readily satisfy the reasoning mind with regard to value.

SALES AND LUXURY TAXES REVISED

Certain sales taxes no longer figured on full value. Reductions on numerous items. Exemption extended. Complete summary of taxes as now imposed.

FROM the time the original budget was announced by Sir Harry Drayton it was subjected to a continual storm of criticism by the press and by practically the entire business world. The general trend of public opinion toward the taxation proposals might be characterized as hostile because of the drastic imposts on so many of the essentials of life which were selling at a high enough figure to come under the operation of the new taxes.

Ottawa was beset with deputations all urging amelioration, and the extent to which the Finance Minister was impressed with the arguments presented may be gathered from the final result as expressed in revisions of the original budget resolutions. These amended resolutions became operative with the introduction of the bill in the House of Commons, and have now superseded the resolutions proposed in the budget speech on May 18th. Their effect is to tone down the severity of the 1920 taxation measures to a very considerable degree.

The text of the resolutions imposing sales and luxury taxes as they were amended and adopted in committee in the House of Commons on June 16th, and as they appear in the bill to amend the special War Revenue Act, 1915, is as follows:—

Wearing Apparel

(a) *A tax of ten per cent.* on hats, men's and boys', in excess of seven dollars each; caps, except fur caps or caps wholly or partly lined with fur, men's and boys', in excess of $2 each; hose or stockings, silk or artificial silk, men's and boys', in excess of $11 per pair; neckties and neckwear and scarves, men's and boys', in excess of $1.50 each; shirts, including night shirts, men's and boys', in excess of $3 each; hats, bonnets and hoods, women's and misses', in excess of $12 each; hose or stockings, silk or artificial silk, women's and misses,' in excess of $2 per pair; kimonos, petticoats and waists, in excess of $12 each; nightgowns in excess of $3 each; house or smoking jackets, or bath or lounging robes, pyjamas, in excess of $5 per pair; underwear, consisting of shirts and drawers, in excess of $1 per separate garment; underwear, combinations, in excess of $8 each; fans, purses and pocketbooks in excess of $2 each; shopping and hand bags, in excess of $6 each; umbrellas, parasols and sunshades, in excess of $1 each; trunks in excess of $10 each; valises, traveling bags, suitcases, hatboxes and fitted travelling cases in excess of $25 each; gloves, except fur, in excess of $3 per pair; opera cloaks, coats, the component material of chief value being fur, including repairs thereto, in excess of $200 each; gloves, the component material of chief value being fur, in excess of $15 per pair; caps, the component material of chief value being fur, in excess of $15 each; muffs and neckpieces, the component material of chief value being fur, in excess of $35 each; robes and rugs, the component material of chief value being fur, in excess of $50 each; wearing apparel, not elsewhere specified, the component material of chief value being fur; ebony handled cutlery, ebony and imitation ivory toilet ware, cut glassware and etched glassware.

Sporting Goods, Etc.

A tax of ten per cent. on sporting goods, such as tennis rackets, nets, racket covers and presses, canoe paddles and cushions, polo mallets, baseball protectors, football helmets, harness and goals, basketball goals and uniforms golf bags and clubs, baseball, lacrosse, hockey and football uniforms, balls of all kinds not hereinafter specified (not including balls for children,) fishing rods, reels, lines, spoons and artificial bait, billiard and pool tables, chess and checkerboards and pieces, dice games and parts of games (except playing cards and children's toys, games and express wagons,) and all similar articles not elsewhere specified commonly or commercially known as sporting goods, in excess of 50 cents; baseball bats and baseballs in excess of $2; baseballs masks and gloves in excess of $1.50; skates in excess of $2 per pair; toboggans and handsleds in excess of $3 each; skis in excess of $3 per pair; footballs in excess of $3 each; lacrosse sticks in excess of $2 each; hockey sticks in excess of $2 each; hockey pucks in excess of 75 cents each.

Articles plated with gold or silver

Summary of Changes from Original Budget

The following changes in taxation passed the House of Commons:

The tax of 10 per cent. now applies on men's hats over $7 each. Formerly hats were taxed over $5.

Underwear (except silk) is not taxable over $4 per garment or $8 for combination suits. Formerly these figures were $3 and $6, respectively.

Velvet, velveteen, plush and silk goods are now taxable at prices over $2 per yard (10 per cent). This tax formerly applied to such articles at any price.

Ribbons, laces and braids, formerly taxable at any price, are now assessed on prices higher than 50c per yard for general goods, and collarettes at $2.

The tax on carpets and rugs is now confined to those costing more than $6 per lineal yard of 27 inches wide.

The word "cushions" was removed from the list of taxable articles.

Snowshoes were removed from the list of taxable articles.

Baseball requisites and lacrosse sticks are now taxable over $2 each, where formerly they were taxable over 50c each. Skis in excess of $3, instead of taxed on the whole price.

Articles plated in nickleware or brass for household or office use are now exempt, as are also band instruments.

The following articles were taken out of the 20 per cent. class and placed in the 10 per cent. class: Ebony goods in toiletware, curtains in excess of $7.50 value, gramophones, gas and electric wall brackets over $3 each, and chandeliers over $12 (except for churches). Oriental rugs are in the 15 per cent. class.

Pianos under $150 and organs under $150 are now taxed 5 per cent.

The following items were added to articles taxable at 10 per cent.:

Pianos over $150, organs over $150 (except for religious purposes), mechanical piano-players, talking machines and records, music boxes. All jewelry over $5 in value. Wedding rings were exempted altogether from the jewelry tax. Gold-mounted fountain pens do not now come under the 50 per cent. tax on gold articles unless they cost more than $5.

Silk and silk fabrics are now taxable 10 per cent in excess of $2 per yard. Formerly this tax applied on any price.

Playing cards are now taxable as follows: 15 cents a pack on cards sold at $24 or less per gross packs, 25c between $24 and $36 per gross packs, and 50c over $36. Formerly playing cards were taxed 25c a pack when selling at $25 per gross packs or less, and 50c a pack over $36 per gross.

Proprietary medicines containing not more than 10 per cent. proof spirits are reduced from 30 per cent. to 20 per cent.

Jewelers are to pay 10 per cent. tax on turnover, unless receipts from stationery, books and magazines, spectacles and eyeglasses, cameras and gramophone records.

Candies and cakes in cartons bearing manufacturer's name selling at 10 cents or less per carton, also candies selling at one cent each, are exempt from taxation. Chewing gum is reduced from 10 to 3 per cent.

not otherwise adapted for household or office use; velvets, velveteens, plush silk and artificial silk fabrics in excess of $2. per yard, curtains including tapestry curtains, in excess of $7.50 each; embroideries of silk or artificial silk; lace and braid in excess of 50 cents per yard; collars and collarettes of lace and all manufactures of lace in excess of $2 each; ribbons of all kinds and material (except typewritter ribbons in excess of 50 cents per yard; corsets in excess of $5; walking sticks, silk clothing, including artificial silk clothing not elsewhere specified; clocks and watches in excess of $10 each; articles commonly or commercially known as jewellery, whether real or imitation, for personal use or for adornment of the person, except wedding rings, when said articles exceed $5 in value.

House Furnishings

(b) *A tax of fifteen per cent.* on Oriental rugs, all antique furniture of walnut, mahogany, rosewood, ebony, prima vera or oak; carved ebony or teakwood and lacquered furniture; all furniture finished in gold leaf, verni martin, or with ornamental or expensive inlays such as mother-of-pearl or with hand-painted decorations; all tables made especially for cards, checkers, chess or other games; all liquor cabinets, tea wagons, sewing cabinets, smoker cabinets, work tables, piano lamps or stands, table lamps or stands, ferneries, jardinieres, pedestals and bric-a-brac made of rosewood, prima vera, solid mahogany or ebony or lacquered or decorated, chinaware and crockery, known as "royal crown derby," "wedgewood," "minton," "ainsley," "limoges," "coalport," "pekard," "copeland," and similar quality of chinaware and crockery by whatever name known.

Special Articles

(c) *A tax of twenty per cent.* on Cigar and cigarette holders and pipes in excess of $2.50 each; cigar and cigarette cases, ash trays and match boxes of gold or silver; humidors and smoking stands; hunting and shooting garments and riding habits; hunting and bowie knives; gold and silver-handled pocket knives and pencils; fountain pens in excess of $5 each; gold, silver and ivory toiletware; articles of silver not otherwise provided for in this resolution adapted for household or office use; silver or gold deposit ware; liveries, livery boots and hats; articles commonly or commercially known as jewelry, whether real or imitation, for personal use for adornment of the person, except wedding rings, when said articles exceed $5 in value.

Any person, firm or corporation, including the jewelry branch of a departmental store, whose chief business is the selling of jewelry by retail, shall obtain a special license to sell jewelry and other articles specified in this resolution, in which case the tax payable shall be ten per centum on the value of the total sales, except plain stationery, books, magazines, spectacles, eyeglasses and goods specified in resolution four, or such establishment or branch, under regulations to be made by the Minister of Customs and Inland Revenue.

Articles of Gold

(d) *A tax of fifty per cent.* on—Articles of gold not otherwise provided for in this resolution adapted for household or office use.

Excise or Luxury Taxes

That the following excise taxes be imposed, levied and collected on so much of the amount paid for any of the following articles as is in excess of the price hereinafter specified as to each article:

(a) A tax of ten per cent. on—Carpets and rugs in excess of $6 per lineal yard of 27 inches in width.

(b) A tax of 15 per cent. on—Boots, shoes, pumps and slippers of any material (not including shoes or appliances made to order for persons having a crippled or deformed foot or ankle or top boots not less than ten inches in height such as are used in lumbering, mining and fishing industries or river-driving boots in excess of $9 per pair.)

Clothing, consisting of coat, vest and pants, or coat and pants, men's and boy's, in excess of $45.

Trousers sold separately from suits in excess of $12 per pair.

Coats, men's and boys', sold separately from suits (not including leather coats lined with sheepskin in excess of $25 each.

Cloth overcoats, men's, boys', women's and misses', in excess of $50 each.

Waistcoats, men's, sold separately from suits, in excess of $5 each.

Dresses, women's and misses', except silk, in excess of $45 each.

Skirts, separate from dresses, except silk, in excess of $15 each.

Suits, women's and misses', except silk, in excess of $60 each.

Coats, women's and misses', sold separately from suits, except silk, in excess of $35 each.

Knitted sweaters and knitted sweater coats, in excess of $15 each.

On articles of clothing the selling price of materials and cost of manufacture, when sold separately, are to be combined when determining the selling price.

3—That the excise taxes as imposed by the preceding resolutions shall be paid *by the purchaser to the vendor at the time of sale and delivery for consumption or use, or on importation for consumption or use other than for re-sale on the duty paid value, in addition to the duties of customs already imposed and by the vendor to His Majesty in accordance with such regulations as may be prescribed.*

4—That the following excise taxes be imposed, levied and collected on the articles hereinafter specified, namely:

(a) *A tax of three per cent.* on chewing gum or substitutes therefor;

(b) *A tax of five per cent.* on pianos not exceeding $450 each and organs not exceeding $150 each (other than pianos and organs for religious and educational purposes);

(c) *A tax of ten per cent.* on boats, yachts, canoes and motorboats, provided that on satisfactory proof being furnished that these articles will be used for trading or commercial purposes, the said tax shall not be collected.

Cameras weighing not more than 100 pounds.

Confectionery which may be classed as candy or a substitute for candy (this item not to include goods packed ready for sale in cartons or their packages bearing thereon the name of the manufacturer selling by retail at 10 cents or less per carton or to candy known as "gross goods" selling by retail at one cent each).

Fire arms, shells, or cartridges for use other than for militia purposes.

Pianos exceeding $450 each and organs exceeding $150 each (other than pianos and organs for religious or educational purposes).

Mechanical player pianos, gramaphones, phonographs, talking machines, music boxes and records used in connection therewith, or with any musical instrument. Musical instruments other than band instruments not elsewhere specified.

Chandeliers, except for churches, in excess of $12 each.

Gas and electric light wall brackets in excess of $3 each.

Gas and electric light fixtures not elsewhere specified, in excess of $3 each.

Automobiles and Playing Cards

(d) *A tax of fifteen per cent.* on Automobiles adapted or adaptable for passenger use, retailing for not more than $3,000 each, and a tax of 20 per cent. on such automobiles when retailing for more than $3,000 each.

(E) A tax on playing cards for every 54 cards or fraction of 54 in each package.

When selling at $24 or less per gross packages, 15 cents per pack.

When selling in excess of $24 per gross packages, but not in excess of $36 per gross packages, 25 cents per pack.

When selling in excess of $36 per gross packages, 50 cents per pack.

(Taxes of from $2 to $3 per gallon are imposed on the so-called "hard" liquors and sparkling wines. A tax of thirty cents per gallon is imposed on ale, beer porter, stout and on all non-sparkling wines).

(A) *A tax of twenty per cent.* on medicinal medicated wines, vermouth and ginger wines and patent and proprietary medicines containing alcohol but not more than forty per cent. proof spirits.

(B) A tax of two dollars per gallon on lime juice or fruit juices fortified with or containing more than twenty-five per cent. of proof spirits. On spirits and strong waters of any kind, mixed with any ingredient or ingredients as being or known or designated as anodynes, elixirs, essences, extracts, lotions, tinctures or medicines or ethereal and spiritnous fruit essences not otherwise provided for in this resolution; on alcoholic perfumes and perfumed spirits, bay rum, cologne and lavender waters, hair, tooth and skin washes, and other toilet preparations containing spirits of any kind.

(*B*) A tax of fifty cents per gallon on lime juice and fruit juices fortified with or containing not more than 25 per cent. of proof spirits not otherwise provided for in this resolution.

The Importance of WEDNESDAY

Wednesday is a red-letter day in rural Canada. It marks the arrival of The Family Herald and Weekly Star, which is eagerly awaited each week by more than three quarters of a million Canadians.

The Family Herald and Weekly Star is a big, helpful wholesome, newsy journal, devoted to the interests of farmers and other rural dwellers in Canada. While it is predominantly a farm journal, The Family Herald and Weekly Star realizes that ***where there's a farm there's a home,*** and consequently a certain proportion of space is devoted to the special interests of women and children.

The truly national circulation of The Family Herald and Weekly Star is the result of a normal demand for a superior product. It is a genuine journal for genuine people.

As a medium for reaching the best class of farm homes in every province of Canada, The Family Herald and Weekly Star tops the list. It is probably the greatest single force for business promotion in Canada to-day.

Circulation exceeding 150,000. Advertising rate for entire edition, 40 cents per line; for either Eastern or Western Divisions, 25 cents per line. Published every Wednesday. Forms close one *week* in advance.

The Family Herald and Weekly Star

Canada's National Farm Journal

ESTABLISHED 1870

Montreal, Canada

License May be Required

7. That every person selling or dealing in the articles upon which taxes are imposed as prescribed by the foregoing resolutions may be required by the Minister to take out an annual license therefor, for which license a fee not exceeding two dollars shall be paid.

Tax on Sales

8. (A) That in addition to the present duty of excise and customs a tax of one per cent. shall be imposed, levied and collected on sales and deliveries by manufacturers and wholesalers or jobbers, and on the *duty paid* value of importations that in respect of sales by manufacturers to retailers or consumers, or on importations by retailers or consumers, the tax payable shall be two per cent; that the purchaser shall be furnished with a written invoice of any sale, which invoice shall state separately the amount of such tax to at least the extent of one per cent., that such tax must not be included in the manufacturer's or wholesaler's cost on which profit is calculated, and the tax shall be paid by the purchaser to the wholesaler or manufacturer at the time of such sale, and by the wholesaler or manufacturer to his Majesty in accordance with such regulations as may be prescribed; and such wholesaler or manufacturer shall be liable to a penalty not exceeding $500 if such payments are not made, and in addition shall be liable to a penalty equal to double the amount of the excise duties unpaid.

(B) That the Minister may require every manufacturer and wholesaler to take out an annual license for the purposes aforesaid, and may prescribe a fee therefor not exceeding five dollars, and the penalty for neglect or refusal shall be a sum not exceeding $1,000.

(C) That any such tax costs or penalties may at the option of the Minister may be recovered and imposed in the Exchequer Court of Canada or in any other court of competent jurisdiction in the name of his Majesty.

(D) That this tax on sales shall not apply to sales or importations of:

Articles Exempt

Animals living, poultry, fresh, salted, pickled, smoked or canned meats, canned poultry, soups of all kinds, milk cream, butter, cheese, buttermilk, condensed milk, condensed coffee with milk, milk foods, milk powder and similar products of milk, oleomargarine, margarine, butterine, or any other substitutes for butter, lard, lard compound and similar substances, cottolene, eggs, chicory, raw or green, kiln dried, roasted or ground coffee, green, roasted or ground tea, hops, rice, cleaned or uncleaned rice flour, rice meal, corn starch, potato starch, potato flour, vegetables, fruits, grains and seeds in their natural state, buckwheat, meal or flour, pot, pearl rolled, roasted or ground barley, corn meal, corn flour, oatmeal or rolled oats, rye flour, wheat flour, sago and tapioca, macaroni and vermicelli, cattle foods, hay and straw nursery stock, vegetables canned, dried or desiccated, fruits canned, dried, desiccated, or evaporated, honey, fish and products thereof, sugar, molasses, maple corn and sugar, cane syrups and all imitations thereof, ice, newspapers and quarterly, monthly and semi-monthly magazines and weekly literary papers unbound, gold and silver ingots, blocks, bars, drops, sheets or plates unmanufactured, gold and silver sweepings, British and Canadian coin and foreign gold coin, materials for use only in the construction of ships, anthracite and bituminous coal and coal dust, lignite, briquettes made from anthracite or bituminous coal or lignite, coke, charcoal, peat, wood for fuel purposes, electricity, calcium carbide, gas manufactured from coal, calcium carbide or oil for illuminating or heating purposes, fibre for use only in manufacture of binder twine, ships licensed to engage in the Canadian coasting trade, artificial limbs and parts thereof, donations of clothing and books for charitable purposes, settlers' effects, articles enumerated in schedule (C) of the West India agreement, or to articles purchased for use of the Dominion Government or any of the departments thereof, or by or for the Senate or House of Commons.

A drawback may be granted of the tax paid on goods exported or on materials used, wrought into or attached to articles exported.

Stamp Taxes

9. That a stamp tax of two cents be imposed, levied and collected on promissory notes and bills of exchange and advances made by a bank by way of overdraft of the value of one hundred dollars or less, and that a tax of two cents additional be imposed on every one hundred dollars or fractional part thereof in excess of one hundred dollars.

10. That a stamp tax of two cents be imposed, levied and collected on each $100 or face value or fraction thereof of stock transferred.

Southam Interests Secure Control of Winnipeg Tribune

ANNOUNCEMENT was recently made that Wm. Southam & Sons, Limited had purchased the Winnipeg *Tribune*, one of the oldest daily newspapers in Western Canada, founded in 1890 by R. L. Richardson, M. P. In acquiring the *Tribune* the Southams have made an important addition to an already strong and influential group of daily newspapers. This group now embraces the Hamilton *Spectator*, The Ottawa *Citizen*, the Calgary *Herald*, the Edmonton *Journal* and the Winnipeg *Tribune*.

Associated with the Southam interests in the transaction is M. E. Nichols, until recently director of information for the department of external affairs, Before that he was for eight years in charge of the Winnipeg *Telegram*, and has had much executive experience with other daily publications.

Mr. R. L. Richardson retains an interest in the new company, also the title of vice-president. He will continue his active connection with the *Tribune*, which he has made such an influence, confining his work to the editorial department in future. In connection with this announcement Mr. Richardson made the following statement:—

"For many years I have felt the increasing responsibility of the dual burden of administering the business financial as well as the editorial departments of the Tribune. My heart was always in the editorial department, in which I was trained from early boyhood, and the heavy duties thrown upon me in the direction of editorial effort necessarily handicapped me in the general administration of the business.

Recently I received an offer from the well-known newspaper family of Southams, which owns several Canadian daily journals and whose name is associated with a high order of newspaper standards. Two of the Southam journals are located in the west and the proprietary interest which is now established in the *Tribune* will enlarge the feeling of devotion to the west which the family has long experienced.

M. E. Nichols, a journalist of wide Canadian experience, who is well and favorably known in Winnipeg, is to be managing director of the paper and will assume his new duties forthwith.

The following changes in the directorate of the Association of Canadian Advertisers have been recently made:

D. George Clark, McClary Manufacturing Co., to be President instead of W. C. Betts, resigned.

H. E. Mihell, Imperial Oil & Color Co., replaces E. G. Hogarth as director, who has resigned.

W. G. Steward, Goodyear Tire & Rubber Co., Limited, is now Vice-President.

James M. Cane, who left the Dupont interests some time ago to enter the employ of the Continental Publishing Company, joined the staff of General Motors, Limited, Oshawa, the last week in June. It is reported that Mr. Cane will represent the Oldsmobile division of this corporation.

The James Fisher Company, Toronto, is sending out contracts for the Maple Leaf Milling Company.

R. S. Muller of the R. Sykes Muller Agency, Montreal, recently spent a day or two in Toronto.

The Farmers' Sun
Versus
ANY Farm Paper

¶ Of the seventeen farm papers published in Canada from ocean to ocean The Farmers' Sun is far in the lead for advertising carried. This is the more extraordinary in view of the fact that The Sun only claims to cover the Ontario field.

A superiority so strongly marked points its own moral, viz: the one economical and effective way of reaching farming Ontario is by the use of the advertising columns of The Farmers' Sun.

The Farmers' Sun Completely Covers Farming Ontario

You will bring your announcement to the notice of this wealthy community with the maximum of effect and the minimum of cost by using The Sun.

Compare The Farmers' Sun With Ontario's Six Other Farm Papers!

¶ For purposes of price and circulation comparison we take the six other farm papers published in Ontario and compare their line rate and circulation with The Farmers' Sun. The scientific buyer of advertising will note the line rate per thousand of circulation.

The Farmers Sun has now a circulation of 33,447 in the Province of Ontario ALONE, (figures for outside the province are omitted.)

THESE ARE THE ACTUAL FIGURES

		Rate per thousand circulation
THE FARMERS SUN HAS 33447 in Ontario	**Rate 15c...**	**.00444c.**
No. 1 has 29238, which is 4209 less than the "Sun"	Rate 18c. ..	.00615c.
No. 2 has 28497, which is 4950 less than the "Sun"	Rate 20c. ..	.00701c.
No. 3 has 28121, which is 5326 less than the "Sun"	Rate 25c. ..	.00888c.
No. 4 has 17887, which is 15560 less than the "Sun"	Rgte 25c. ..	.01397c.
No. 5 has 16770, which is 16677 less than the "Sun"	Rate 10c ..	.00596c.
No. 6 has 11839, which is 21608 less than the "Sun"	Rate 15c. ..	.01266c.

THE FARMERS' SUN Leads in Advertising

In the July 1st issue of "Marketing" an illuminative table is published showing the total advertising carried by the seventeen strictly farm papers published in Canada. The Farmers' Sun is in the lead.

As the Sun only claims to cover Ontario, the banner province, figures for outside publications are omitted from the attached table.

Note: There are no arrears of "Sun" subscriptions previous to 1920.

PAPER	Total lines Carried
Farmers' Sun	**88,768**
Ottawa Farm Journal	79,148
Canadian Countryman	77,534
Farmers' Advocate	71,324
Farmers' Magazine	46,724
Farm & Dairy	41,991
Canadian Farm	38,597

(See Marketing July 1, 1920, p. 372)

THE FARMERS' SUN

Member A.B.C. **The Farmers' Publishing Co., Limited, Toronto**

Manufacturer Can Establish Selling Policy

The business world is profoundly interested in the recent decision handed down by the Board of Commerce in connection with the case of the wholesale grocers. This decision established the legal right of any manufacturer to establish a selling policy and to refuse to deal with those who will not adhere to the policy laid down by him. He may refuse to deal with others than wholesalers if he so desires. Still more important, he may establish a fixed re-sale price which is also fair. He may refuse to deal with those who sell above or below that price.

This decision also establishes the right of any association of wholesalers or of any individual wholesalers to refuse to trade with any manufacturer whose selling policy is not in accordance with their views. The principle is also laid down that traders have the right to combine to advance their mutual interests, so long as the purpose or result of such combination does not contravene the provisions of the "Combines and Fair Prices Act."

The Board of Commerce held that the wholesale grocers' association had not acted against the public interest in taking the means they adopted to secure acquiescence to their views by manufacturers.

The Attorney-General of Ontario apparently does not see eye to eye with the late Board of Commerce on this question, having stated he would issued a writ in the Ontario courts at Toronto calling for the dissolution of the Wholesale Grocers' Association of Canada and Ontario as unlawful trade combinations. It is reported that this writ has not yet been served.

* * *

Senator William Dennis, proprietor of Halifax Herald and Mail and one of Canada's best known and most successful newspapermen died in a Boston hospital July 11th following an operation.

Manufacturer's Agent for Quebec

Young man, 31 years of age, presently Purchasing Agent for one of the largest Plants in the British Empire, residing in Quebec City, would be ready to consider a serious proposition as representative of any Leading House. Speaks fluently both English and French. Has connections with the whole district of Quebec, and is well acquainted with most Leading Merchants of the Province. All correspondence strictly confidential. Apply to

AGENT,
P.O. Box 136,
St. Roch Post Office,
QUEBEC CITY, P.O.

Printing of Character

has Built up our Business and we are producing Sales Literature and other Printed Matter regularly

for 22 *of the*

Largest Industrial and Commercial Concerns in Canada.

We are still Growing.

West Toronto Printing House

HENDERSON & GALBRAITH, Props.
1946 ST CLAIR AVE TORONTO

A Powerful Influence in the Western Home

THE WESTERN HOME MONTHLY is ***the great home magazine of Western Canada.*** It is built for the Canadian West and has concentrated in this field for over 20 years. Eagerly read by every member of the family in over 12,000 homes. WESTERN HOME MONTHLY maintains a unique sales influence in this distinct market.

Circulation is of a steady reliable nature. No contests or spectacular methods employed. Subscribed to for its worth alone—percentage of renewals high.

When making up your advertising appropriations consider THE WESTERN HOME MONTHLY. Let us give you interesting details regarding the field covered.

COLOR Complete facilities for producing process color work. Tell your story, in color to this great buying market. Reserve space for 1921 now.

The Home Publishing Company

WINNIPEG - - - - MAN.

Member A.B.C.

Canadian Industries Exhibition Proves Waste

(*Continued from page 344*)

A Good Idea Gone Wrong

When this Canadian Industries Exhibition was proposed and planned, and brought to the attention of Canadian manufacturers and the Canadian Governement, I feel sure that it was given rosy tints. It was planned for a good time—June. But when the Exhibition emerged from dreamland into actuality, it failed to give the exhibitors everything which their fancies had conjured up in the way of trade connections and penetrating publicity.

Failures began in Canada. Some exhibits lay at Montreal a month before being shipped; and the opening of the Exhibition had to be postponed four days because exhibitors' materials had not been received in time for the original opening date. Even on the second day there were vacant stalls, with signs advising visitors that goods would arrive "to-morrow."

Also, in London, the dock people failed to get excited until the demand of many, and pressure from high personages, galvanized them into action.

The newspaper publicity announcing the Exhibition was very gentle in its tone, and very humble as to size of spaces used. I send you a specimen advertisement.

You will see that there is nothing very lurid, nothing very thrilling, in it. I fancy that if Mr. Montgomery had shown Canadian manufacturers a portfolio of the advertisements which he proposed inserting in the British press, after the modern method of enlisting co-operation, he would have had to go home a defeated man.

I was told that the sum available for publicity was only £800; and when space in the London *Daily Mail* costs £5 a single column inch,—this is by way of example—it will be seen that £800 won't buy much in the press of Great Britain.

My observation here is that rates to exhibitors should have been adequate to provide a substantial advertising fund. An extra 10% could have been charged—and obtained—if it had been made clear that 15% or so of charges for space would be spent on advertising according to plan and copy submitted at the time of the canvass. To plead afterwards —when the Exhibition was opened— that the expenses of the enterprise had eaten up all profit, and that there was only a scanty sum available for advertising, was not playing the game —perhaps not keeping faith.

Publicity is Necessary

Trade exhibitions can be a good thing, and are often-times excellent, for those employing this form of publicity; and I do not want to be read as condemning the idea of them. As a Canadian I desire to see our Canadian manufacturers get into the British market, and into other overseas markets. If a Canadian Industries Exhibition for London be planned, then I want to see it made a brilliant success. As a form of advertisement I want to see it make handsome returns to those participating in it.

But the mere assemblage of quantities of Canadian-made merchandise, of wide variety, is not enough, no matter under what auspices or management the exhibition may be held.

Purchasing space in an exhibition which fails to attract buyers in adequate numbers is misspent money, and means waste of effort and shattered faith.

Such practice is comparable with buying space in a trade newspaper of unrevealed and dubious circulation, and of no known influence; with purchasing space in an entertainment programme, or in some other special one-time publication of scanty circulation and with a butterfly's life.

Trade exhibitions, to be resultful— to be value for money spent for space and for filling it—must attract the desired buyers. It is right, therefore, —just commonsense— to demand guarantees from the promoters that extraordinary efforts and approved plans to get attendance of the right sort are essential conditions of the contract to purchase space.

So many of us "fall for" a good idea, cleverly presented. We forget or neglect to enquire into the marketing of the good idea. It is the putting over of good ideas that makes them worth anything.

The Burden of Exhibitors

I have had something to say of the failures of the organizer of the first Canadian Industries Exhibition. Now let me pillory with him some exhibitors—how many I cannot say.

Not until they arrived in England did some of the exhibitors give any attention to the matter of their own publicity, or do anything in the direction of getting into touch with the buyers desired by them. On arrival, only a few days before the opening of the Exhibition, and when the succeeding days would be busy with many cares, they felt the necessity of acquainting by letter and otherwise the firms or agents on whose alliance they would have to depend if their mission to England and participation in the Canadian Industries Exhibition were to have fruition. But who were these probable distributors and agents? No list of them was possessed, and no real efforts made to possess one. And this on the very eve of the Exhibition which would cost them to share in several thousand dollars, for space, ocean and railway transport, representatives' expenses and publicity.

So many of us are leaners, rather than lifters: we depend on others to do our work for us. I knew years ago a Toronto man out of work, and who had a friend who thought he could find him a good City Hall job. When the out-of-work man learned that someone was making an effort to get him a job, he straightaway left the city to visit friends. Of course he didn't get the job—his friend shook the burden, the weight being too heavy for him. So it is with many manufacturers with goods to sell: they leave the burden of selling on the shoulders of some agent.

In London, years ago, an importer of New Zealand butter was persuaded to advertise it in a London daily newspaper. When the newspaper's advertising man called on him to find how the butter was moving, he found the advertiser lounging in an easy chair, feet higher than his head, smoking. "Your paper is no damn good," he said; "I haven't had a single enquiry from the retail trade."

Selling goods means sweat. Inspiration without perspiration doesn't get orders. My point is: Canadian manufacturers exhibiting at the Canadian Industries Fair would have been just plain wise if they had sweated some in March, April and May.

Perhaps Montgomery told them that he would do the sweat work for them, but I think probably he did not. At the same time he told a tale that made his hearers see visions and dream dreams, and persuaded them that there was a royal and sweatless road to big business. Yet the first words I heard when I entered the Exhibition, from two exhibitors, were—"But where is the crowd?"

Should the Government Have Helped?

The opinion was expressed that the Canadian Government should have voted $10,000 or more to help on the Exhibition. I am not sold on this view. On the contrary, I think that if the Canadian Government had subsidized this privately-promoted Exhibition, it would have been guilty of an error and would have exposed itself to censure.

On the man promoting the Exhibition lay the burden of providing a good attendance of buyers, in precisely the same way that the publisher of a newspaper who solicits and accepts advertisements at so much per page is under obligation to provide a bona fide circulation among the right classes of prospects corresponding in numbers to his advertising rates.

The Association of Canadian Advertisers aims to protect its members against proposals that do not appear to be value for money: but one supposes that the exhibitors at this Canadian Industries Fair didn't ask the counsel of the A.C.A.

When a perfectly good Canadian arrived in this country about three months ago, looking for a job, he went to see the organizer of this Exhibition, and offered his services as a publicity man, with the idea of making the Exhibition the success he wished it to be; but he was coldly—even rudely—received, and was told in effect to mind his own business. Let us be charitable, and put it down to indigestion.

Some Exhibitors

The number of Canadian firms exhibiting was moderately large, though the exhibits of a large percentage of them were minor, and were consolidated, forming part of a composite display.

Very few Canadians accompanied their exhibits. At this writing I have not the roster, the only ones whose names I have being Messrs. Smith, representing Neilsons; Cowan, representing Cowan's, and Cook, representing McLagan Furniture Company, Stratford. The majority have representatives in this country, who took charge of the exhibits.

I talked with one young chap an Englishman, representing Maxwell's of St. Mary's; that is, I tried to talk with him. He proved to be a talking doll: when you squeezed him he said a few brief words; when you lifted the pressure he became silent. I am hoping, for Maxwell's sake, that he was just a filler-in during the dinner hour.

Being a garrulous individual—Thornton Purkis says I am—I was willing to start conversations with many, but the hour was inconvenient. This accounts for the absence of more exhibitors' opinions and stories of their experiences, successes and hopes.

Among the exhibitors were: Acadia Gas Engines, Bell Piano & Organ Company, Blachford Shoe Manufacturing Co., Breithampt Leather Company, Canada Cycle & Motor Co., Canadian Bee Supply & Honey Co., Canadian Bronze Power Co., Canadian Cereal & Flour Mills Co., Canadian National Railways, Canadian Pacific Railway, Canadian Pacific Ocean Services, Canadian Polishes, Champion Spark Plug of Canada, Chase Tractors Corporation, Channel Chemical Co., Clinton Pianos, Connor & Son, Ottawa, Cowan & Co., C. A. Dunham Co., Toronto, Doherty Pianos, Dominion Steel Products Co., Dominion Express Co., Gillette Safety Razor Co., of Canada, Hoover Electric Suction Sweeper, Imperial Varnish & Colour Co., Kindel Bed Co., London Gas Power Co., Maxwell's St. Mary's, Machine & Stamping Co. McClary Mfg. Co., McCormick Company, McLagan Furniture Co., Massey-Harris Co., Maple Tree Producers Association Maritime Fish Corporation, Martin-Orme Piano Co., Neilson's, Non-Such Mfg. Co., Nova Scotia Steel & Coal Co., Palmolive Co., Patterson Candy Co., C. H. Peters Sons, St. John, A. Ramsay & Son Co., Saskatchewan Co-operative Creameries, Sheet Metal Products Co., Sherlock-Manning Piano Co., Simmons (Beds), Spray Motor Co., Stauntons (Wall papers), E. D. Smith & Sons, Steel Company of Canada, Wettlaufer Bros., White Swan Spices & Cereals, Whitman & Barnes Mfg. Co., Willard's Chocolates, Williams Piano Co.

It will be noticed that the makers of pianos and chocolates were well represented. The largest exhibitor was the C. P. R., with its allied companies. The C. P. R. always does things well.

British Manufactuer Agents

One thing that surprised me was to find so many manufacturers' agents representing Canadian firms. All told there were quite 20 of such agents, and the majority of them represented numerous Canadian firms. I had not realized that Canadian manufactures were being so largely marketed in this country.

A British Empire Exhibition

I have written this rather long and incomplete story of the first Canadian Industries Exhibition in the hope that it will do some good—save some Canadian manufacturers' money by causing them to examine exhibition proposals very closely, and to get good information concerning the plans of the organisers for giving them an ample attendance of desired buyers. I really think that a reprint of this contribution of mine should be sent by some philanthropist (other than myself, of course) to every Canadian manufacturer, with the recommendation that it be filed for consultation every time an exhibition proposal is presented.

There is an exhibition, however, which I trust will interest, to the point of participation, very, very many of our Canadian manufacturers—the British Empire exhibition of 1923, to be held in London. This Exhibition project has had the endorsement of the British Government. King George will be a patron of it, and the Prince of Wales is President of the General Committee. The British Government will contribute £100,000, and the plan is to develop a guarantee fund of £1,000,000.

This Exhibition was proposed by Lord Strathcona in 1913, and, had it not been for the war, it is probable that the Exhibition would be past history. Its aim is to show, at one time and place, the resources of the British Empire.

Two years is a short enough time to organize it. It goes without saying that this Exhibition will be colossal and magnificent, yet I wonder if Canada will rise to the heights of opportunity, and begin her preparations in time.

The project stirs the imagination. My mind is tumultuous with ideas for Canada and Canadian manufacturers. Our country will have an unparalleled opportunity to advertise its resources and attractions.

This Exhibition can be made the medium for a wonderful advertisement for Canada. Who will draft the advertisement?

* * *

A meeting of the Montreal members of the Association of Canadian Advertisers was held in the Blue Room of the Windsor Hotel, Montreal, on July 6th. The feature of the meeting was a demonstration by E. A. Adams, Advertising Manager of Canadian Fairbanks-Morse, Montreal, of the Company's electric lighting plant, as carried out in the rural districts. Mr. Adams, in the course of a very interesting and instructive address, outlined the methods employed in handling their direct advertising by moving pictures. The pictures themselves were shown, and questions relating thereto answered.

* * *

The meeting of the Canadian Manufacturers' Association recently held in Vancouver was voted a great success by members of the Association who have recently returned from their Western trip. It is felt that the main object of holding the meeting in the West—viz., the affording of a unique opportunity for agricultural and industrial interests to study each others' problems at closer range, has been achieved; and it is hoped that a basis of common understanding is brought closer to an appreciable extent.

* * *

The Hoover Manufacturing Company of Canada, Limited, Hamilton, has joined the Association of Canadian Advertisers. Mr. Thomas F. Kelly, sales manager of the company, is the accredited representative.

OTTAWA

The Logical "Try-Out" City for a National Campaign

NO City in Canada possesses the same marked advantages for the Manufacturer about to advertise his product nationally as the Capital.

Many causes have contributed to make Ottawa the "City of Opportunity" for the National Advertiser.

1. The Ottawa Dailies cover every section of the Ottawa Field.
2. Dailies from outside points are not in any respect competitors.
3. The Ottawa Dailies carry all those features that are attracting natural advertising in the larger centres.
4. Ottawa is particularly free from labour troubles. The large stable Civil Service population—a community of regular wage-earners and good spenders—is not affected by strikes and labour disputes.
5. Ottawa's retail stores rank with the best in the Country. They show a peculiar willingness to co-operate in the merchandising of worthy advertised goods.
6. Ottawa is the shopping centre of the prosperous Great Central Dairy Belt of Canada.
7. Ottawa as the Capital city has influences which cover the whole Dominion.

Many other arguments favouring Ottawa as the "Try-Out" city will be furnished gladly to any enquirer.

By every test it is recognized that the columns of the Ottawa Dailies are indispensable to successful marketing in this territory.

Ask Your Advertising Agent—He Knows!

The Ottawa Daily Newspapers

OTTAWA, CANADA

The Journal—Dailies ***The Citizen—Dailies***

Retailers' Problems Discussed

Interesting sessions of Retail, Financial, Agricultural, Poster and other departments at recent Advertising Convention.

Continued from last issue.

SERVICE was the stressed word with the retail advertising men at the retail advertisers' conference, all the addresses having more or less bearing on this one phase of retailing.

S. T. Leaming, advertising manager for Kauffman & Co., Richmond, Va., read a paper on "Paving Retail Roads." He paid particular attention to the relationship that is supposed to—but does not—exist between buyers and the sales force under them.

"The importance of the sales force—the people who sell your wares and who make or mar the store—can not be overestimated," said Mr. Leaming. He called attention to the fact that the wholesale houses engage the best sales people they can find and train them to a fine edge to sell their products, while the average sales person in a retail store gets very little education and aside from some perfunctory training is left to his own devices.

Determined By Store Spirit

"The big question to decide," the speaker continued, is whether the store manifests the spirit of getting or the spirit of giving. If it's the latter the store will see to it that its sale force correctly represents the store."

He pointed out that the ambition of most of the sales force was to be buyers rather than sellers of goods. "In other words," the speaker said, "the sales force uses the buyer as the pattern for its ambitions, and the store loses just that much of its selling force by the lack of competent direction."

Mr. Leaming declared that indifference of sales persons to customers was one of the great handicaps a store had to overcome in providing the satisfactory service to patrons. He cited an example of one store which had "commendation cards" handy for customers who desired to commend a clerk for some special service.

Daily Advertising Account

Mr. Leaming dwelt at length on the plan used in his store for keeping day-to-day account of advertising and what it was doing for each department.

William P. Green, organization secretary of the vigilance committee, made a short talk to the retailers on the subject of vigilance work in its relation to confidence in advertising. He detailed incidents in a trip he recently made through the Southwest and showed what the merchants were doing to make consumers have confidence in store advertising. He urged especially that the retail men get behind the better business bureau idea.

E. B. Moon, of Chicago, himself a small-town merchant, gave a talk on "The Big Store in a Small Town." He cited the example of Hart Bros., Long Prairie, Minn., who did a $500,000 business annually in a town of 1,000 population.

The speaker explained that through its service the store had attracted custom from the entire country and from two adjoining counties.

He said that this "big store in a little town" was a real store to begin with. "It's display windows are equal to the windows of stores in cities of 100,000 population," he added, "and are trimmed by an expert window trimmer.

Six-Month Survey Taken

He showed how the store had been organized to do the kind of business the customers wanted. Surveys twice a year indicated the trend of the wants and tastes of customers, the speaker said, and the store made sure that these wants were supplied.

"It is all based on service," said Mr. Moon, "and the policy of the store is to render a service—not just in merchandising—but in everything pertaining to the community. Hart Bros. are scientific store men and with this knowledge of what to buy and how to advertise it, they have built up a tremendous business in a village."

Of all media which a retailer may use for his advertising, the local newspaper is the best, according to Frank A. Black, advertising manager of the William Filene's Sons Company, of Boston, who spoke on "Advertising Problems and Practices." In form, elasticity, frequency and cost, the newspaper easily heads the list, he said, and with it, the message the advertiser wishes to convey need not be decided on until the afternoon before it is sent forth. He compared the cost of a post card message mailed to 100,000 persons with the same message in the advertising columns of a newspaper, and showed the cost of the latter to be comparatively trivial.

The use of at least 75 per cent. of a retail store's advertising expenditure for newspaper advertising was advocated by Jesse H. Joseph, of the Joseph Advertising Agency, of Cincinnati, in an address on "Planning an Advertising Program for a Specialty Store." He said newspaper advertising is the cheapest and most elastic," and the kind that will produce the best results.

The newspaper, he said, is the only advertising medium that is bought and paid for by the inhabitants. The other mediums were placed in the following order with reference to their importance: Motion pictures, direct mail advertising, billboards and miscellaneous.

Mr. Joseph said properly conducted advertising campaigns are necessary to the success of the retail merchant.

Like Building A House

He likened the arranging of an advertising campaign for a retail store to the building of a house and said the merchant should exercise just as much care and give the subject just as much careful thought as he would if he were preparing to build a home. He likened the store's credit to the foundation, its good name to the corner stone, its sales as the framework for the support of the volume or roof and the sales people and fixtures to the occupants and fixtures of the home.

Frank Fehlman, president of the Churchill-Hall Agency, of New York who had as his subject, "New Methods of Retailing," said that the most essential asset to any retail store is that of personal service, which can be brought about by improving the selling ability of the sales people. It is not necessary that they be college graduates, he said, but that they be instructed in some of the fundamental laws which govern our physical and mental makeup.

Ability of Sales People

"With the exception of a handful of stores, most of them department stores," Mr. Fehlman said, "no store or group of stores today attempts to teach sales people fundamental laws based on psychology or the study of human nature—laws that will enable them to sell customers more quickly, to assist customers in selecting the merchandise they are attempting to buy, or sell sufficient quantities at the time the customer is in the store."

He said that to get people into a store the merchant has to pay a higher rent to get a permanent store site or he has to resort to other methods of cutting down rent and increasing advertising. These are two methods now followed by most merchants, he said, and he predicted that in the next ten years hundreds of stores are going to invest more time and money in improving the selling ability of all their sales people. This one thing, he said, will be used as a big feature of the advertising done by the store.

"A merchant has got to impress on his sales people that every time a person comes in his store he can be made a life-long customer," he declared, "and to win this customer the sales people must get him to regard the merchant just as they do their doctor or their dentist."

An organization to be known as the Associated Retail Advertisers of the World was formed at the closing session of their departmental meeting. Chester A. Brown, of Newark, N. J., was chosen president of the organization, which will be one of the departments of the Associated Advertising Clubs of the World.

Value of Bank Advertising Emphasized

Why bankers, in order to sell their institutions to the greatest number of prospective customers in the most effective manner, should use every avenue of advertising, was brought out by several speakers at the meeting of the Financial Advertisers' Association.

Emphasis was given to the fact that financial advertising is the highest type of merchandise and that great care should be exercised in the selection of trained, efficient persons who are to become responsible for marketing this merchandise.

Fred W. Ellsworth, vice-president of the Hibernia Bank and Trust Company, New Orleans, and president of the association, presided. W. R. Snodgrass, manager of the department of publicity and new business for the Fidelity National Bank and Trust Company, Kansas City, Mo., spoke on "How to Plan an Effective

Advertising Campaign." He suggested that bankers who contemplate an advertising campaign make a complete analysis of the field and service to be sold, decide on the amount to be appropriated and then follow up with continuous advertising in one form or another.

URGES EDUCATIONAL CAMPAIGNS.

L. R. Brooks, publicity manager of the Chicago *Daily News*, urged that bankers who feel the need of talking common sense to the public boycott all newspapers which grant space to get-rich-quick financial advertising. "A large number of newspapers in the country have closed their columns to questionable advertising," said Mr. Brooks, "and bankers should continue their educational campaigns through the medium and in the language best understood by the largest number of readers, the newspapers."

Homer J. Buckley, of Chicago, president of Buckley, Dement & Co., who spoke of the advantage of financial advertising direct by mail, said that the greatest waste in the bond departments of banking institutions lies in the failure to possess adequate and properly revised mailing lists.

C. G. Crane, Jr., Chicago, publisher of Class, emphasized the importance of financial advertising in trade and professional journals, because they are national in character, with a national circulation among business men, the individuals the average banker is most eager to interest.

Everett R. Currier, director of the department of typography, the Charles Everett Johnson Company, Chicago, spoke on "Dressing the Copy." There is little excuse for so much poor bank advertising, for the banker has time to prepare attractive and constructive advertisements. He is not rushed like a merchant might be when he must announce current clearance sales and other similar events, said Evertte R. Currier.

"Looking over the whole field, or such of it as I have been able to examine, we must agree that financial advertising in general is not merely indifferent, but downright *bad*. In the main it is slovenly, drab, confused, down at the heel, and utterly without distinction. Even when the story is good, it gets so badly beaten up and defaced in the telling that it makes hard and unconvincing reading.

"I could make a list as long as your arm of things that are wrong, such as a lack of clean cut, central idea; poor use of white space; too many kinds of type; illegible hand-lettering; crooked borders, poor etching.

"As I look them over I feel like exclaiming, 'No wonder the average banker does not believe in advertising!' How can he be expected to believe that such advertising pays?

"I don't know why it is that bankers should be actually the worst offenders against decently clothed advertising—why they should be so slow in coming to realization of the real power of advertising and of the importance of doing it right. Many of them seem still to be living in the same dead past that said it was wrong to play a fiddle in church. But, you know that it is not the fiddle but the tune that counts.

"There might be some excuse for a storekeeper rushing clumsily into print with a bargain sale advertisement. But for the banker to outdo him in clumsi-

Extending the reach of the advertising dollar

IN these days, when mounting costs of white space, art work, engravings and type setting show a tendency to emulate the feat of the fabled cow, our specialized knowledge and experience become more than ever valuable in turning every cent spent on advertising to good account.

WE design advertisements which do not require "preferred position" to catch and hold the reader's eye. We obtain a favorable hearing for your proposition through ideas that appeal to the good sense and judgment of the reader. And we make your commodity or service acceptable to the reader who is attracted and convinced by the advertisiug we plan, write and place.

"It's All in the Service"

Norris-Patterson

Limited

ADVERTISING AGENCY

10 East Adelaide St. TORONTO

232 St. James St. MONTREAL

Cultivate the good will of 30,000 prosperous live stock farmers in Ontario

By taking them into your confidence about your product. They have the money to buy liberally; and when they see your advertisement in Canadian Farm, they are assured of the integrity of product and advertiser—because no false or misleading advertisements can gain entrance into its columns.

Canadian Farm is growing steadily in circulation, in reader acceptance and in advertising lineage—proving that the "Twice-a-week service" of this live farm publication is finding increasing favor with the most prosperous class of farmers in Ontario—the live stock breeders.

Has Canadian Farm the place on YOUR schedule it deserves?

Advertising Rate—18c. per Line
Sold on a Guaranteed Circulation Basis

Canadian Farm

Member A.B.C.

181 SIMCOE ST. : TORONTO

Through our
uniquely "different" Canadian
sales-advertising organisation, we offer

To Canadian Manufacturers
A *Complete* Merchandising Service

We plan and execute any part (or all) of a distribution-advertising-sales procedure—to manufacturer, jobber, retailer and consumer.

Service comprehends basic investigations, sales-plans, the direct-by-mail and media advertising (properly apportioned), and the *actual order-getting specialty sales-work.*

When mutually desirable, we will contract (under GUARANTY of RESULTS) to effect *complete trades-distribution* and *consumer-demand*—to do everything but manufacture and ship the goods.

We operate throughout North and South America (in all languages), and will consider the promoting, *anywhere*, of *any* legitimate business or sales enterprise that appeals to our judgment.

Our Canadian staff of thirty Merchandising, Advertising, Technical and Sales experts is "personally directed"—backed by the Management's twenty-five years of association with the largest manufacturers of the United States.

Canadian and U. S. clientele includes some very representative concerns.

Correspondence and professional consultation solicited.

CLARKE HELME LOOMIS LIMITED
GENERAL SALES COUNSEL
New York Chicago San Francisco Buenos Aires
Suite Seventy, MONTREAL, P. Q.
Beardmore Bld'g. Telephone MAIN 680

ness and slovenliness is just as poor taste and as bad business as it would be for him to rent a defunct corner saloon and install his bank there without alteration of the premises. You like marble fronts for your banks, with nicely carved letters over the door, and everything according to the architectural Hoyle. You know that is good business, that it gives evidence of security and stability, and other virtues that banks are supposed to possess. But why the inconsistency? Why should your printer's ink representative be 'Something else again?'"

THE ONE BEST BET.

At the Tuesday afternoon session twelve financial advertisers described briefly their "one best bet in advertising. That of the Canada Trust Co., of London, Ont., for example, as described by D. McEachern, secretary of that company, was the bringing up-to-date of a large number of inactive accounts. By the use of directories and correspondence the addresses of these inactive depositors were brought up-to-date. Personal letters carrying a human interest appeal were then mailed. Each of the former depositors was informed of the amount of his balance at the time the account was last used, whether six, ten or twenty years ago. The interest additions during the intervening years were then pointed out. In many cases it was found that a depositor was now resident in another city where we maintain a branch office. He was invited to transfer the account to that branch. Strange to say, many had completely forgotten that they had a balance with us. Imagine the feeling of good-will upon being told of "found money" in days like these. This plan of reviving old accounts proved decidedly successful, and while it sounds simple, took careful planning, and much work to carry through.

The "best bet" of the Interstate Trust and Banking Company of New Orleans was the bringing about of an organization representing five large banks of that city, which has definitely decreed that advertising money shall not be wasted on "complimentary" advertisements. This was found a fertile field for profitable results. All advertising propositions are submitted to a committee representing the five banks, and most of them are unanimously voted as being of no value. By unity of action with respect to these, no bank feels that it could be discriminated against or make enemies by refusing to pay out money for so-called advertising that really did not advertise.

Another "best bet" was a contest among employees, still another the presentation of handsome flags as an attraction to new depositors.

Lloyd H. Matson of Omaha, Neb. was elected president of the Financial Advertisers' section for the coming year.

Direct Mail Advertising

Direct mail advertising in its relation to other advertising mediums and particularly as a help to the dealer, was discussed at the session of the Direct Mail Advertising Association.

William A. Hersey, New York, speaking on "Mail Merchandising," said direct mail advertising is a link in the chain of marketing, and properly used enhances the value of general advertising and publicity and personal salesmanship. Mr. Hersey pointed out that it was important for a man-

ufacturer to have distribution in the small towns as well as in the large cities, and in covering the small town field, he said, direct mail advertising was an effective medium.

C. A. Bonniwell, Chicago, whose subject was "Creating Consumer Acceptance," urged that in direct mail advertising "mental indigestion" should be avoided by dealing with one point at a time.

Frank Stockdale, Chicago, in his discussion on "Better Mail Merchandising for the Retailer," advised that direct mail advertising that will fit into a dealer's business be sold to him.

Julian Wetzel, Indianapolis, speaking on "Mechanical Mistakes in Mail Merchandising," pointed out the saving that can be effected in careful attention to the mechanical details in the preparation of copy.

Noble T. Praigg, managing director of the Direct Mail Advertising Association, Chicago, spoke on "What Organized Mail Merchandising Can Do for You." He outlined the benefits of the association to its members and discussed some of the future activities the association plans.

A clever presentation of the arguments in behalf of direct mail advertising was made in a play, entitled "Putting the Sales Story Across by Direct Advertising," which was staged by the Direct Mail Advertising Association on Monday afternoon. Homer Buckley, stage manager, explained that characters in the play spoke extemporaneously and that the entire effort was made to show how an executive was "sold" on direct mail advertising.

It was announced that the convention of the Direct Mail Advertising Association would be held in Detroit October 29, 30 and 31.

Farm Publications as Aids to Farmers

The part the farm publication has played in promoting progressive agricultural methods was described by representatives of publications from different parts of the country at the department conference of the Agricultural Publishers' Association. Ben F. Biliter, of the Indiana *Farmers' Guide*, Huntington, spoke on "Prescribed or State Circulation." He said:

"Through close and friendly contact with its readers—by helping them in

- WINNIPEG -
AND
WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

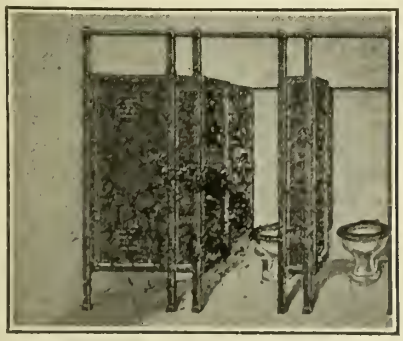
JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Quality in Advertising gets as much response from the buying public as quality in the goods. Therefore—

Federal Advertising Agency

T. H. YULL, Director

LONDON, : : CANADA



WE ALSO MAKE
Steel Shelving, Lockers, Cabinets, Bins, Stools, Chairs, etc. Ornamental Iron and Bronze, Commercial Wirework of all kinds. General Builders' Ironwork.

Hygienic Equipment Safeguards Your Employees

DENNISTEEL
Made in Canada

STEEL LAVATORY PARTITIONS

are the only safe equipment for factories, and industrial plants—non-absorbent, easy to keep clean, without cracks or crevices—nothing equals them from a hygienic standpoint. Also fireproof and non-markable.

WRITE FOR FOLDERS

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON

Halifax Ottawa Hamilton Calgary
Montreal Toronto Winnipeg Vancouver

EGERTON RYERSON — ITS FOUNDER

Outgrowing Our Clothes

The Christian Guardian during the past twelve months has shown a real husky growth in circulation, influence and advertising value.

To still further improve the paper and make better service for our advertisers possible, we have arranged for a bigger suit of better material. In other words, beginning with the issue of October 6th we are providing for—

A LARGER SIZE—An increase from the present 465-line page to a 700-line page, 9⅜ x 12½ inches, same size as *Saturday Evening Post, Colliers, Macleans,* and other "best" journals.

SUPERCALENDARED PAPER—All through in every issue.

FREQUENT COLOR COVERS

Advertising men will appreciate what all this means in increased prestige and service.

Then think about us on that basis.

The
Christian Guardian
TORONTO

a definite way to solve the problems of the business of farming—the state farm paper produces results in sales, through dealers, of the goods advertised. In Indiana, the farm paper seeks to educate the reader to patronize the home industry, the home town and the more successful a publisher is in this respect the more noticeable is the cut in the number of inquiries received by the advertiser.

"The weekly farm paper does not stress the answering the advertisement habit, but does encourage going to the home town merchant and calling for the article advertised and insisting on its delivery. This obviates a goodly amount of correspondence suggested by idle curiosity."

B. Morgan Shepherd, of the Southern Planter, Richmond, Va., said that in the south "King Cotton" has been dethroned by the revolution in farm practice and "diversified farming" rules in his stead.

Urged Representative Committee to Recognize Agencies.

T. W. LeQuatte of *Succesful Farming*, published at Des Moines, Ia., advocated a plan for the recognition of the responsibility of advertising agencies by a central body representing all classes of publications.

"I believe," he said, in discussing the general agency situation, "that we are agreed as to the potential possibilities in the agency system for the development and standardization of advertising and advertising methods. No plan yet devised has seemed to be a practical, workable substitute for this plan whereby advertisers may secure the benefit of the experience, counsel and advice of competent advertising men in the selection of their media, the preparation of their copy, the direction of their sales campaigns and the general development of their merchandising plan in connection with an advertising campaign. From time to time the question has been raised as to whether it is a natural and logical arrangement for the advertising agent to render his service to the advertiser and collect for it from the publisher.

"It is essential to the success of the publishing industry that there shall be some fair, honest, competent, experienced, dependable and unprejudiced tribunal before which advertisers may go and secure an impartial judgment of the value to them of each of some thousands of publications whose merits are incessantly proclaimed in print and by word of mouth.

"It is essential for the welfare of the publishing industry that the person or organization performing this service for advertisers shall not only have all the qualities enumerated above; but that they shall have the experience and the personality and the definite knowledge which will carry understanding and conviction to the mind of the advertiser."

Cite Benefits from Posters

"Results From Use of Poster Advertising" the general topic of the national poster advertising departmental session brought out details of many specific examples of the effective use of this medium. Roger Myhrum of Chicago told how Hart Schaffner & Marx, after a trial of posters, had become one of the largest users of poster advertising. The company first used posters to influence the trade of returning soldiers, and this was a marked success. Later they used posters for their dealers. Having had time to investigate the value of poster advertising and the results thereform, they purchased this spring 45,000 24-sheets for the spring campaign, thereby becoming one of the largest of all users of poster advertising.

A. de Monthuzin, of Cincinnati, referred to the posters of Headlight Overalls, through which direct results were sought, and produced in tremendously gratifying measure. Colver Gordon of New York, described the successful use of posters to advertise Waterman Pens, announcing the signing of the peace treaty. The posters were prepared in advance, and many of them were up within a few minutes after the treaty had been signed, many people getting their first news of the event from this poster.

"Whistle" a soft drink, attained very wide distribution within a short time through the use of posters. The poster has proved itself to be their most valuable advertising medium because it can be used in season, and in the towns where they have distribution—reaching the public outdoors when the suggestion is most timely.

Wilson & Co., packers, first used poster advertising in Chicago, and found it so prolitable that it was employed nationally soon after. This company had coupled its poster and periodical advertising, carrying the same ideas and same general designs through both, and thus gaining the greatest possible effect.

A knowledge of human nature was most essential in building good posters, according to Samuel N. Holliday of New York, in addressing this session.

"When the American Chicle Company decided to use posters for Black Jack chewing gum, they were confronted with this problem. It was obvious that "licorice flavor" was one selling thought, but that was not enough. Then came the idea that almost everybody had happy memories of chewing licorice when he or she was a kid. The American Chicle Company added two more words and made one of the most successful selling sentences: "*Good Old Licorice Flavor!*"

"Lots of Human Nature in that one, too.

"A Poster should be

1—Simple and bold in design.
2—Brief in text.
3—Understood at sight.
4—Pleasing and strong in color.
5—Balanced in composition.
6—Designed to attract attention in some particular.

"Usually, on a good poster, your elements will line up something like this—in the order of their attention value:

1st—Name of product.
2nd—The picture.
3rd—The selling phrase.
4th—The package."

A great community advertising campaign to be backed by the National Poster Advertising Association, space on boards to be donated by plant owners, was outlined by Secretary W. W. Bell of the national organization at the closing meeting.

Mr. Bell said the ministerial associations were co-operating in a movement to post once a month one of the Ten Commandments. The "Americanizing America" program is also to be aided by

the poster men. He urged that all plants offer service for community uplift.

Agent Completes Publisher's Product

Collin Armstrong, chairman of the newspaper committee of the American Association of Advertising Agencies, in his talk before the agency men pointed out that the chief income of the publisher of a newspaper is derived from the sale of white paper, to the value of which he has added brains, enterprise and circulation.

He was discussing "What the Advertising Agency and the Publisher Have in Common," and another point made by him was that the publisher does not exist who can sell the amount of white space he must sell to succeed, that is, to make a satisfactory profit. Mr. Armstrong asserted that this fact is borne out by the carefully compiled estimate that fully 95 per cent of the newspaper and periodical advertising of this country is obtained by publishers through the co-operation of agencies that are members of the American Association of Advertising Agencies.

SAME AS PRINT CLOTH.

"Let us clear the air of confusion and misleading notions," he added. "The publisher has white space to sell. It is of the same class of material as the cloth that the converter or printer of fabrics buys or the manufacturer of wall paper used for his manifold decorations. White sapce is the raw material of the silent salesman. We buy it and pay for it. Why? Because we have convinced those who have commodities or service to sell that we can put an effective selling message in that space. We have sold the white spaces of the publisher at the price he has fixed for his raw material plus the price of our services."

J. H. Mitchell, president of the Mitchell Advertising Agency, Inc., urged each agency to establish and maintain a research department to assist the manufacturer in finding the market best suited for the product to be advertised. He said that many organizations gauged their accounts of the men, money, market and mediums of the manufacturers they represent as advertising representatives.

Business Papers Makes Better Business Men

Harry N. Grut, vice-president of the Mercantile Trust and Savings bank of Chicago, in an address before the business papers section of the convention, pointed out that trade papers are helping to make better business men.

"At this time it is especially important that every possible influence should contribute toward efficiency methods," he asserted. "'Making Better Business Men' seems to me a very desirable slogan for us to follow. The trade publications enable the business men to keep apace with the progress in their own lines of business," he added.

A. C. Pearson of the Dry Goods Economist pointed out that advertising played an important part in the efforts of the governments of all nations during the war and that its recognition is much more general than ever before.

"I believe business papers have the mission of educating and informing certain lines of endeavor on subjects of

About French Printing

"The largest French printing house under British Flag."

MANY English firms now realize that they must have their literature which goes to the province of Quebec—in the language of the majority—that is FRENCH.

Unfortunately, many have in the past given their work to incompetent printers. Avoid this in future by having your French printing done by those who know how to translate English to French.

Bear in mind, French type has accents — without the use of these accents, French is not perfect: we have them.

We handle translations and French printing for several of the largest houses in Ontario and Quebec.

"La Patrie" Publishing Co. Limited
JOB PRINTING DEPARTMENT MONTREAL, Canada.

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

The Canadian Manufacturer

Has served the industrial interests of Canada for forty years.

Has won the confidence and respect of 2,000 executive heads of manufacturing plants.

To the logical medium for any advertiser who wants to sell equipment, machinery, tools or supplies to manufacturing plants.

Rates on request

The COMMERCIAL PRESS Limited
51 Wellington W., TORONTO

The Canadian Manufacturer
The Canadian Hardware Journal
The Canadian Furniture World
The Retail Grocer and Provisioner
Motoring
The Canadian Builder
The Retail Druggist
The Electrical Dealer and Contractor

Covering British Columbia's Rural Field with One Medium

Containing a population of 89,000 (farmers and their families), is now possible for national advertisers through *Farm and Home* which is the only Agricultural weekly in B.C.

Every Post Office in B.C. is covered by our subscription list.

The circulation of *Farm and Home* is over 20,000 paid and constantly growing. An A.B.C. audit is expected in the near future. Advertising rate, 15 cents per agate line.

For further particulars apply to the Advertising Manager.

FARM AND HOME

137 Tender St. West Vancouver, British Columbia

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
231 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

vital interest to that line," said George W. Rowell Jr., advertising manager of the Lloyd Manufacturing Company of Menominee, Mich., in a striking tribute to the value of trade papers as business-builders. He added that to fulfill properly that mission the trade publication must disseminate information which is interesting and educational to that line.

The Canadian Foamite Firefoam Company have begun an advertising campaign in city dailies and magazines throughout Canada. This advertising is being placed by the Hamilton Advertisers' Agency, Limited.

The June issue of "The Wall Beautiful," the monthly house organ of Colin McArthur & Co., Montreal, contains the initial instalment of a very interesting account of the 300-day round-the-world trip of Mr. L. A. Wilkinson, sales and advertising manager of that firm. Mr. Wilkinson travelled 36,000 miles in a little less than a year, and was tendered a dinner on his return home by the executive and staff of the Company.

Geo. Batten Company, New York, is now handling the advertising of Alfred Decker & Cohn, makers of Society Brand clothes, Chicago.

The S. S. Bowman Co., Montreal, is sending out contracts for the Borden Milk Company for their Reindeer Brand Prepared Coffee.

The Link Manufacturing Company, Kansas City, Mo., who manufacture a line of grain elevators have opened up a branch in Portage La Prairie. Larger space will be used in Western Canadian farm papers over the signature of the Canadian branch. Copy is placed through F. A. Gray Advertising Agency, Graphic Arts Building, Kansas City.

Dunlap-Ward Advertising Agency, Cleveland, Ohio, are sending out contracts for the Chandler Motor Car Company.

TO SECURE THE MOST FAVORABLE FIRST IMPRESSION

USE TWO-FOLD LETTER HEADS

The business man who receives a two-fold letter head is at once struck by its all-round superiority to the great mass of letters which his daily mail contains. This at once puts him in a favorable attitude toward the message the two-fold letter head bears.

TORONTO ENVELOPE CO's two-fold letter heads are proven business producers, as many big business houses know by experience.

Your printer will get them for you, with envelopes to match.

When ordering them from him, ask him if he isgetting our little folder, "Quality and Service." He will welcome it each month, we are sure. Indirectly itwill benefit you as well.

TORONTO ENVELOPE CO. Limited

119 Adelaide St. West, Toronto

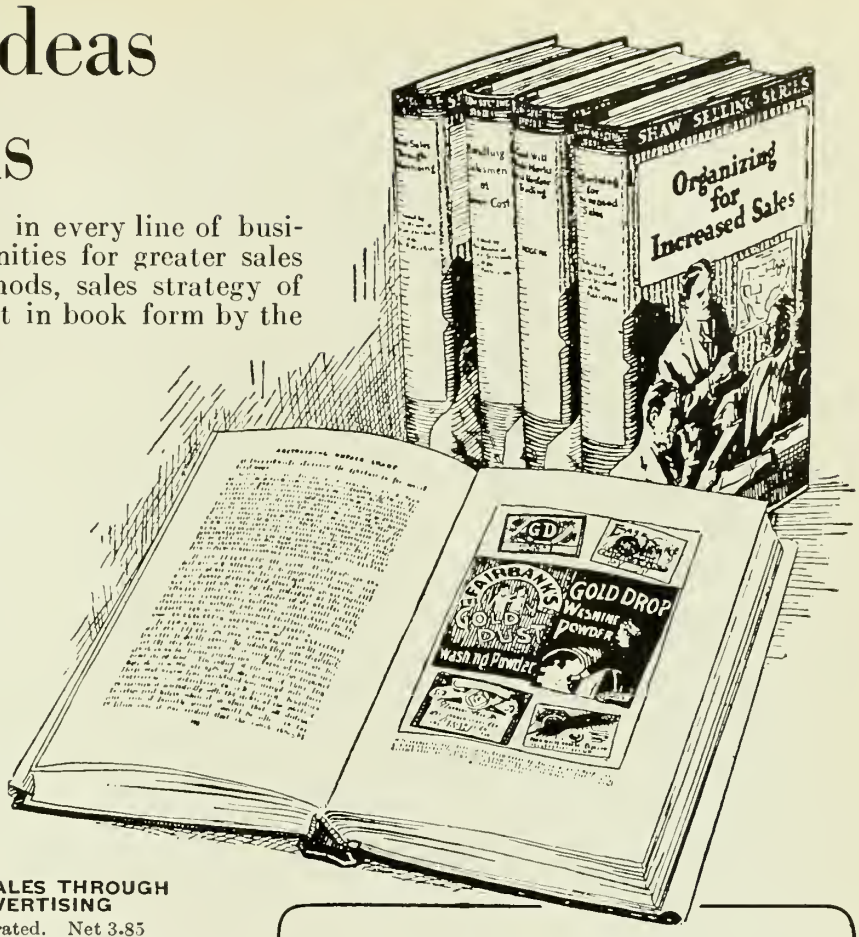
MANUFACTURERS TO THE TRADE ONLY

"GIBBONS KNOWS ADVERTISING"
MONTREAL TORONTO WINNIPEG

Best Selling Ideas of 1,529 Firms

QUICK, easy, sure ways by which men in every line of business seize to-day's unusual opportunities for greater sales and profits. The experiences, methods, sales strategy of 1,529 concerns tested and classified and put in book form by the System organization.

IN this new series of books the Shaw Bureau of Business Standards presents in detailed manner, freely illustrated, the actual selling experience, —methods and policies which have demonstrated their worth in increasing sales—of more than 1,500 concerns in all lines of business Every man interested in selling can thus now have at his finger tips vital, helpful information—methods for winning sales and opening new markets, for training salesmen, for cutting selling costs—ideas for getting more out of advertising, using mails to better advantage, developing business by catalog—plans for establishing profitable sales quotas, getting more out of sales conferences, protecting trade marks and good will. Suggestions that any sales executive can use to win more sales and larger profits. You may order the complete library—or the particular volumes you want—on the coupon below



HANDLING SALESMEN AT LOWER COST.

191 pages, Illustrated. Net $3.85

"How can we get the business?" and "How can we get it at low cost?" are two questions every sales executive aims to answer. But sales methods and systems become impotent as conditions change. New methods often win big results. This book gives you the benefit of the sales experiences of many unusually successful concerns—gathered in a country-wide investigation by the Shaw Bureau of Business Standards. Includes ideas, plans and methods proved profitable in hiring and training salesmen, in paying them, calculating sales costs, lowering them where need be—and in solving the thousand and more questions continually confronting the man who directs salesmen.

ORGANIZING FOR INCREASED SALES.

203 pages, Illustrated. Net $3.85

Phenomenal sales results are often due to ability to **observe, analyze** and **apply** the tested methods of others. Here are ideas and plans that have literally worked wonders for other selling organizations developed and perfected by scores of able sales managers. Tells how to keep tab on salesmen, how to use graphs in checking up sales, how to establish quotas, make sales contests profitable, pick the right marketing plan, etc. Page after page of clear, concise descriptions and effective sales policies—of great value to any man who is anxious to comb his territory a little finer.

MORE SALES THROUGH ADVERTISING

200 pages, Illustrated. Net 3.85

Discusses intimately every phase of advertising appropriations, campaigns, catalogs, direct mail, etc. Shows how to link advertising with selling, win dealers co-operation, "sell" salesmen on advertising, produce house organs. Shows how to cut your costs and avoid advertising that is weak and unproductive. Customers buying habits, average purchasing power, salesmen's advertising aids, all comprehensively discussed.

GOOD-WILL, TRADE MARKS AND UNFAIR TRADING.

288 pages, Illustrated. Net $4.40

How is good will created? What rights does a trade mark give? What constitutes infringement? These and other questions a business man **must** know if his business is to enjoy steady growth and unmolested popularity. In this book he finds the answers, including 158 pages telling how to defend a business from unfair competition.

GRAPHIC & STATISTICAL SALES HELPS.

200 pages, Illustrated. Net $3.85

"Picture" methods of analysing your business clearly described. Just the help many men need to enable them to size up their business problems adequately. Includes much valuable data in the form of comparative figures gathered by extensive investigation. Graphic plans may help clear up your difficulties.

Think what these ideas will mean to you

I—Handling Salesmen at Lower Cost

—how to map out territories for the most effective handling
—how to conduct schools for developing salesmen
—how to hire and train salesmen
—how to keep up preliminary training and maintain the salesmen's interest
—how the employment of specialty men decreases selling expenses
—how proper cost system will lower selling costs
—how to fix a standard of cost for each territory
—how to reduce costs without losing selling power
—3 effective methods for fighting the rising cost of keeping salesmen on the road
—selling talks that have proved successful
—how to develop a sales manual

II—More Sales Through Advertising

—how to make sure of getting the most out of your catalog
—how to compile lists of prospective customers
—how to win dealer's cooperation
—how to make a house organ effective
—how to "sell" the advertising campaign to your salesmen
—how to get better results from direct-by-mail advertising
—how to use testimonial letters
—how to link advertising with selling
—how to check returns
—how to increase turnover through advertising
—how to test the campaign in advance
—how to fit your copy to the market
—how to distribute advertising expense

III—Organizing for Increased Sales

—how to handle expense accounts satisfactorily
—how to get reports on prospects
—how to get the best results from graphs
—how to use maps
—how to establish profitable sales quotas
—how to get the best results from a territory analysis
—how to use the convention
—how to conduct sales contests
—how to pick the right marketing plan
—how to conduct a preliminary investigation
—how 97 manufacturers distribute their products
—how to adjust prices to conditions
—how to follow up selling with service

IV—Good Will, Trade-Marks and Unfair Trading

—how to build up lasting good will
—how to set a value on good will
—how trade-marks differ from patents and copyrights
—how to devise an effective trade-mark
—how to prove ownership of a trade-mark
—what right a trade-mark gives
—how to make a trade-mark legally sound
—how to transfer trade-marks and good will
—how to protect business names
—how to deal with infringers
—how to protect good will
—how far do trade-mark rights extend

V—Graphic and Statistical Sales Helps

—production costs which help in selling
—how to use figures and statistics to best advantage
—comparative costs of doing business in various lines
—location of wholesale trade, number in each state
—average cost figures from wholesale dealers in 11 states
—comparative packing and shipping in various lines
—retail cost figures and what they mean to you
—light, heat and power costs in various lines
—detailed business "death rate" records of various lines
—comparative cost of insurance and taxes in various lines

ORDER NOW THE BOOKS YOU WANT

Add 15 cents for each book for postage.

W. A. LYDIATT, Publisher, 53 Yonge St., Toronto.

Enclosed find money order for $ ..... for which please send me, charges prepaid, the books indicated by check mark

☐ Handling Salesmen at Lower Cost ☐ Organizing for Increased Sales
☐ More Sales Through Advertising ☐ Good-Will Trade Marks and Unfair Trading
☐ Graphic and Statistical Sales Helps

Name .....

Street .....

City .....

SUPERFINE LINEN RECORD

LOOK FOR THIS WATERMARK

A tub-sized, loft-dried, all-rag sheet of the finest possible quality. Oldest of Canadian bond papers, Superfine Linen Record was first made at St. Jerome, P.Q., in 1882. Ever since it has maintained its position as the best-known and most widely used bond and ledger in Canada. The Rolland Paper Mills produce a full range of high quality papers, which all bear the "R. Shield" watermark.

Superfine Linen Record was awarded the Gold Medal, Antwerp, 1885; the Gold Medal, Chicago, 1893, and the Grand Prix, Paris, 1900

The Rolland Paper Co., Limited, Montreal

HIGH GRADE PAPER MAKERS SINCE 1882

Mills at St. Jerome, P.Q. and Mont Rolland, P.Q.

Volume XIV. Number 9 *Toronto, August 1st, 1920*

Marketing and Business Management

Edited by W.A.Lydiatt

ORGANIZATION

TO take care of the great volume of business that is entrusted to us, we have built up and perfected the most complete organization of its kind in Canada.

Each department is expert in its particular phase of the business, but all departments are co-ordinated in each client's interests, thus giving individual service no smaller organization can offer.

A. McKIM, LIMITED

Advertising Agency,

Montreal Toronto Hamilton Winnipeg London, (Eng.)

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA

20 Cents a Copy

AUGUST 1st, 1920

$2.50 a Year

The twin slogans, "warm, dry feet save doctor's bills" and "wear rubbers and save your shoes," have become widely known throughout Canada through the educational poster campaign of the Dominion Rubber System, Montreal. This campaign, which featured Dominion Rubber products only incidentally, appeared on thousands of billboards across Canada for several months. It was very successful in stimulating retail trade, and dealers everywhere evidenced their approval by timely co-operative window displays and personal sales effort.

THE essence of circulation is the ***certainty*** of your advertising message being seen and read by ***everybody*** you want to reach.

In other mediums your advertisement may be seen by some of the people, some of the times it appears. POSTERS reach ***all of the people all of the time*** — with that brevity, brightness and bigness which makes the strongest impression.

Figured on the basis of "per reader, per time," the cost is but a fraction of that of any other medium.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative.

Poster Advertising Association

OF CANADA

OFFICIAL REPRESENTATIVES

A. R. KENT	Kent Building	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
HARRY DUKER, LIMITED		VANCOUVER, B.C.
GOULD-BAIRD POSTER CO.		HAMILTON, ONT.
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
CANADIAN POSTER CO.	Lewis Building, St. John Street	MONTREAL
E. L. RUDDY CO., LIMITED	11 E. Wellington Street	TORONTO

W. W. SCANE, Secretary, CHATHAM, ONT.

Farmers' Magazine to be Issued Every Thursday Beginning February 3rd, 1921

It had to come. Progressiveness is the order of the day. Everywhere there is visible evidence of the great and growing importance of Canadian farmers as citizens and as business men.

The war and its readjustment period, has shown that Agriculture occupies a premier place in the national life of Canada, and that Canada as an Agricultural nation ranks perhaps the highest in the world.

To be able to carry on this productive industry and to maintain the political and social interests as they are going demands highly technical requirements and an information-contributing service of the first rank.

It is not to be wondered at that the subscribers of FARMERS' MAGAZINE have been calling for more frequent issues of the magazine whereby the splendid service that has been given by it in the past, can be carried weekly to the farms of Canada.

Still Greater Service to Readers

More than ever will Farmers' be a national farm institution. Still greater service will be rendered to the progressive agriculturists of Canada. The every-week publication of Farmers' Magazine will make for more timely treatment of subjects of interest and importance.

The growing importance of farming as a business demands live marketing news. Every week Farmers' Magazine will publish complete market reports.

Live stock information; news of sales; the care and marketing of live stock—these will be covered in detail every week.

There will be numerous articles on household engineering, the farm kitchen, home decoration, power and light in farm homes, the value of music and books in farm homes, articles that will increase the sale of "city bred" merchandise to agriculturists.

Still Greater Service to Advertisers

Canadian farmers will welcome this change to a weekly. The interest of the 35,000 families who now read Farmers' Magazine will be at high water mark. Thousands of others will want Farmers' regularly and the circulation will continue to show a substantial increase.

The weekly publication will make for more timely and effective advertising. The already powerful appeal of Farmers' will be strengthened. Remember that fact when planning your campaign for 1921—place Farmers' ***first*** on your Canadian advertising lists.

Twice a Month Now---Every Thursday Beginning February 3rd, 1921

FARMERS' MAGAZINE

Canada's National Farm Magazine

The Maclean Publishing Company, Limited

143-153 University Ave. : Toronto, Canada

As a Local Advertising Medium *and as* **A Provincial Advertising Medium**

The Toronto Star

(*Daily or Weekly*)

Brings Profitable Results to Advertisers

LOCALLY, every department store, men's and women's speciality clothing store, furniture store, automobile dealer, druggist, hardware man, shoe store, musical instrument dealer and investment house; in fact every merchant or institution advertising in Toronto depends mainly upon The Toronto Star, Daily and Weekly, to carry its story.

These merchants and institutions—being on the ground, know the quantity and quality, and ***purchasing power*** of the Toronto Star's readers, because day after day, year in, year out, they depend upon them and their custom for their very existence.

Few local merchants once having started to use The Toronto Star have ever stopped.

The Toronto Star is also a great "Want Ad." medium.

For the same reason that The Toronto Star is a powerful local medium, it is also a strong medium for general or so-called "national" advertisers.

That reason is, that The Toronto Star spends money liberally to get the news and the "features" that are common to modern newspapers.

People buy The Toronto Star because they like it. Returns from dealers are almost unknown, especially with the Weekly.

We don't suggest that by using The Toronto Star you can either thoroughly cover Toronto or the fifty mile radius around Toronto where The Star circulates, but we do assert that The Toronto Star will give you a larger circulation, in this territory than any other paper, for a smaller cost.

The Toronto Star should receive you and your advertising agent's early consideration in any advertising you contemplate doing in Toronto and its great suburban area.

95,000 A.B.C. Daily

120,000 Star Weekly
(Sunday Edition)

Rate 17c. per line
5,000 lines
July 1st

CHAS. H. EDDY CO., United States Representative
New York Boston Chicago

Pulling Power

A PROMINENT advertiser reports the following results from a keyed advertisement (150 lines) in EVERYWOMAN'S WORLD, March issue:—

In March	he received	89	replies	
In April	"	122	"	
In May	"	45	"	
In June	"	24	"	
In July	"	14	"	(two weeks)

It is still bringing replies—six months after the advertisement appeared.

This is not an unusual record for EVERYWOMAN'S WORLD. Leading advertisers have advised us of returns being received six, and even twelve months, after the insertion of an advertisement.

The great length of life enjoyed by each issue of EVERYWOMAN'S WORLD gives plus value to every advertiser. It is valued and kept because it is the most interesting and useful publication for Canadian women and Canadian homes. It is constantly giving its subscribers a type of personal service hitherto unavailable through any Canadian publication.

That is why EVERYWOMAN'S WORLD has more than 100,000 net paid circulation, and publishes over 110,000 copies per month to meet the demand.

"Canada's Greatest Magazine"

Halifax
and
Nova Scotia

are virgin fields for the exploitation of substantially advertised goods.

Merchants are not unresponsive. They are conservative, and they want to be convinced, but once convinced that a line is good, they'll back their judgment to the limit in introducing it to their customers.

Remember this when making your plans for Fall and Winter advertising, and be sure to include these outstanding mediums in your appropriation.

The Morning Herald
The Evening Mail
The Sunday Leader

Ask your advertising agent for rates, or get them direct from us.

Halifax, August 1st

W. H. Dennis, *Business Manager*

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIV, No. 9 TORONTO, CANADA AUGUST 1st, 1920

HOW THE WASHING MACHINE MARKET WAS CREATED

Business looked almost hopeless in the beginning. But dogged persistence and a big idea, with a horse hitched to it, hauled the 1900 Washer into a million dollar market. Based on an authorized interview with

H. H. Morris
Manager 1900 Washer Co., Toronto

ADVERTISING and lightning have two things in common. Unless advertising is charged with a positive and pre-determined idea or plan it will spread over the entire advertising sky with about as much effect as a harmless flash of sheet lightning. But let the advertisement be charged with "The BIG IDEA," and it will—like the powerfully directed, intensely concentrated, stroke of chain lightning—crash into the consciousness of the buying public and arouse them to instant and favorable action.

The idea's the thing! Advertising only serves to put it across.

In their early days the Nineteen Hundred Washer Company had a flattering faith in the power of Advertising and like many other business concerns, they cherished all the yearnings, suffered all the discouragements, and finally faced blank failure before finding the BIG IDEA that boosted them up to the pinnacle of success.

The BIG IDEA in their case centered upon a policy that was decidedly novel at the time they introduced it. And a better perspective of the romance of this "IDEA" can be had if we commence at the beginning. So, it ceases to be the year 1920 and becomes again the year 1898; on a day when the NINETEEN HUNDRED WASHER COMPANY—who had purchased a patent for washing machines and built a small factory—hung out their sign with a pardonable pride and great expectations; then cleaned off their desks to make room for the stacks of orders that were scheduled to come flowing in to take advantage of this labor saving device.

Dealer Distribution Decided Upon

The plan had been decided on beforehand to market the machines in the regular way through local dealers—it having been reasoned out that this was the simplest, surest and least expensive way—they accordingly prepared to put the machines on sale. It all looked so easy that the stock holders began to calculate dividends—running at capacity would produce so many machines in a year; they would be sold for so much and the profit would be so much, which would leave so much for dividends. The greatest difficulty was in deciding how much of the profit should be set aside for extensions; there was considerable debate about *that*.

Only one point had been overlooked—the dealers to whom they were going to sell. These dealers refused to buy; they showed no enthusiasm in welcoming the Nineteen Hundred Company's representatives. They would have none of them—floor space was too valuable to clutter up with such truck. There had been washing machines "of a sort" sold some years before and all of them had given users and dealers endless trouble. The entire catalogue of retail dealers was unanimous in their decision and that decision was NO. Not a machine was sold. The Nineteen Hundred Company continued to plug along bravely in the face of the discouragement for a year, and then the officers gathered for a post mortem; the company's finances were at zero with practically no business to show for its efforts. As a complete failure, the project looked as though it would take all the prizes.

A more dismal group of men could hardly be imagined than the little party which gathered to hear the benediction pronounced, Of money, there was none—it had all gone over the dam. But they had that divine spark of faith that overcomes obstacles. Also they had credit. They launched their craft once more. Another marketing plan was decided on—if the merchandisers would not buy from them they would sell direct to the consumer.

They borrowed $10,000 more and a direct-to-the-consumer advertising campaign began in the daily papers and women's magazines. $5000, in those days went a good deal farther than it does to-day. But in 1898 washing machines were not well known. Few had come on the market and fewer yet had stayed. There is an inexplicable fact that might be mentioned here, which present-day commercial records go to prove, namely, that of concerns dealing with helps in the home only about one in every 100 survives—and these quite without regard to the excellence of the product.

An everyday household convenience appealing particularly to women, is apparently the hardest thing in the world to sell. Women are conservative in household management. They

apparently will not easily adopt or adapt new ideas. This in itself is remarkable because most women will follow the most revolutionary styles in dress. Generally speaking they will consider style before convenience or utility in the material or cut of their clothing. Men, on the other hand do not readily change the mode of their clothing—but they will try almost anything which promises to make their work easier—at least, they will try it once.

However, the Nineteen Hundred Washer Company were firm in the belief that they had hit upon the open sesame to the woman's kingdom this time. They considered their offer was fair—in fact more than fair. They gave an unqualified guarantee that if their machines were not satisfactory the purchaser might have the price refunded without question. The purchaser to be judge of the "satisfaction."

The campaign continued steadily for a couple of months then the Company sat back to wait for the harvest this new advertising was bound to reap. The days grew into weeks and the weeks into 7 months, with a total of 25 machines sold to that date—some of which were returned. Then financial crisis reared its ugly head again—and more money was borrowed.

The search for the colored gentlemen in the wood pile this time led the Company to the conclusion that the trouble was with the offer. The buyer was asked to put up too much money on a promise. Accordingly they mapped out a new campaign in which they offered to send a machine anywhere on an initial payment of $1, the consumer to pay the freight and receive credit for the payment in the final adjustment. The balance of the amount to be paid at $2.00 a month. They spent $15,000 on this campaign and kept it up for nearly a year. At the end of that time 500 machines had been sold at $10.00 each—that is, the advertising expenditure had netted a gross business of only 33-1-3 on the total outlay.

This advertising splurge placed the Company in desperate straits. The Company had become a standing joke in the neighborhood; a perfect sink for money.

They had a good machine and they knew it. They had proved it would do everything they claimed for it, and more, yet they had hardly caused a ripple on the surface of the market that they knew did exist. They held a consultation to determine a new sales policy. They still held doggedly to their faith in the machine.

The head of the Company urged one more attempt. "I think," he said, "that people have been afraid of us because we have been afraid of them. We have devoted more attention to making sure that the credit loss would be small than we have to selling. We have got to sell these machines or quit. I think that nearly everyone is honest. Why not, then show that we believe they are honest; then perhaps they will believe we are too. Let us offer to send these machines out, not only without a preliminary payment but let us also pay the freight and send to anyone, anywhere. Let's give the machines thirty day's trial; if at the end of that time they are satisfied we'll let them arrange for payment on instalments; otherwise they can send the machine back at our expense. Let us trust the customer and take all the risk."

"Do not mistake the plan, I know all people are not honest, but, as a matter of business policy let us assume that they are."

The thought sounded logical; a person buys because he has confidence in the seller. He will not have that confidence if the seller treats him suspiciously—Faith begets faith. Trust the public, and the public will come back with an equal trust and buy the goods.

THIS WASHER MUST PAY FOR ITSELF

A MAN tried to sell me a horse once. He said it was a fine horse and had nothing the matter with it. I wanted a fine horse, but I didn't know anything about horses much. And I didn't know the man very well either.

So I told him I wanted to try the horse for a month. He said "All right, but pay me first, and I'll give you back your money if the horse isn't right."

Well, I didn't like that. I was afraid the horse wasn't "alright" and that I might have to wrestle for my money if I once parted with it. So I didn't buy the horse, although I wanted it badly. Now this set me thinking.

You see I make Washing Machines—the "1900 Gravity" Washer.

And I said to myself, lots of people may think about my Washing Machine as I thought about the horse, and about the man who owned it.

But I'd never know, because they wouldn't write and tell me. You see, I sell my Washing Machines by mail. I have sold over half a million that way. So, thought I, it is only fair enough to let people try my Washing Machines for a month, before they pay for them, just as I wanted to buy the horse.

Now, I know what our "1900 Gravity" Washer will do. I know it will wash the clothes, without wearing or tearing them, in less than half the time they can be washed by hand or by any other machine.

I know it will wash a tub full of very dirty clothes in six minutes. I know no other machine ever invented can do that without wearing the clothes. Our "1900 Gravity" Washer does the work so easy that a child can run it almost as well as a strong woman, and it don't wear the clothes, for the edges are not brass buttons, the way all other machines do.

It just drives soapy water clear through the fibres of the clothes like a force pump might.

So, said I to myself, I will do with my "1900 Gravity" Washer what I wanted the men to do with the horse. Only I won't wait for people to ask me. I'll offer first, and I'll make good the offer every time.

Let me send you a "1900 Gravity" Washer on a month's free trial. I'll pay the freight out of my own pocket, and if you don't want the machine after you've used it a month, I'll take it back and pay the freight, too. Surely that is fair enough, isn't it?

Doesn't it prove that the "1900 Gravity" Washer must be all that I say it is?

And you can pay me out of what it saves for you. It will save its whole cost in a few months in wear and tear on the clothes alone. And then it will save 50 to 75 cents a week over that on washerwoman's wages. If you like the machine after the month's trial, I'll let you pay for it out of what it saves you. If it don't save you 50 cents a week, send me the machine back and I'll say no more. I'll take that chance, and I'll wait for my money until the machine itself earns the balance.

Drop me a line to-day, and let me send you a book about the "1900 Gravity" Washer that washes clothes in six minutes.

Please state whether you prefer a washer to operate by hand, engine, water or electric power. (The "1900" line is very complete and cannot be fully described in a single toilet.

Better address me personally, Manager, "1900" Washer Company, 357 Yonge Street, TORONTO.

Our "Gravity" design gives greatest convenience, easiest ease of operation with quick and thorough wash. Do not overlook the detachable tub feature.

This homely little story of the horse marked the turning point in the fortunes of the advertiser. Almost without parallel as a business-getter.

Into the Fight Once More

Somehow enough money had been raised for a new advertising campaign. Taking this new policy as a keynote, they prepared only one advertisement. They headed it with the story of a horse. It was a homely little story, but it seemed an appropriate analogy with which to clearly express the new policy, because nearly everyone sometime has had dealings or been stung on a horse—this was particularly true 20 years ago. The advertisement containing the story as it appeared is reproduced herewith. It will repay careful reading.

The periodical containing this advertisement had not reached all its subscribers before enquiries began to pour in. $3,000 was spent in that campaign and an instant gross business of $24,000 resulted. That is, each order cost exactly $1.25 for selling expense. At a later period, using the same advertisement and putting $120,000 in a national Campaign, the cost per order from the advertising was reduced to 60 cents.

The 1900 Company believe this homely little ad is almost without parallel as a business getter. But the horse could not have pulled such a wonderful result without the free trial offer.

Based on the wonderful success they have had by many repetitions of this advertisement, the 1900 Company has formulated a very reasonable and logical theory. Their contention is that because an advertiser tires of the same form of appeal he is likely to think that the public also tires. He forgets that there is a great weight merely in repetition; or, again, that no matter how many times or through how many years one publishes an advertisement, each issue is going to find a certain number of persons who have never seen it before. Though the same advertisement is published for years in every newspaper and

magazine, there will at the end of that time be more people who have not read it than who have read it.

They reason that a new public is constantly appearing; then, too, the public shifts and changes; reading habits change; many people look at an advertisement for years before they read it.

Some exceedingly interesting and curious experiences have been encountered with this advertisement. It was found that in one periodical it apparently had little power. They tried various kinds of "copy" with that magazine, sometimes taking full pages, sometimes half pages; but they were all without effect until one month a small single column advertisement headed "Just Six Minutes to Wash a Tubful" was inserted. That is the second best puller they have ever had.

The horse-story has never been supplanted as the leading business puller. They have had thousands and thousands of letters commending that advertisement and all to the general effect that "if you feel that way about a horse you're all right."

In the advertisement that made their business they did not include a coupon; they made it necessary for a prospect to enquire concerning the machine before it went out to them. Then they answered enquirers with a personal letter enclosing an order blank by which the applicant authorized them to send on the washer. They agreed to use it according to instructions and to pay for it on the instalment plan if 30 days use proved it acceptable. If it was not satisfactory the Company agreed to take it back upon request, paying all charges. Of all the inquiries over a term of years 28 per cent resulted in orders.

Once they experimented with an order blank included in the published advertisement. They attached a coupon containing their usual order form and bade the reader fill it out and mail. The plan did not work out. It seemed that there was not a sufficient period for reflection on the part of the purchaser. Apparently, a woman would read the advertisement and instantly mail the form. Scarcely had the letter gone before she changed her mind about wanting it. The machines did not stay sold; they came back without having even been taken from the crate.

They found it better to do business more slowly—to send a booklet, a letter, and an order form in answers to an inquiry. That gave a prospective buyer time to thoroughly investigate the quality claims of the machine and then to act intelligently on the information. Having thus deliberated on her purchase she did not so easily return it. The returns were less than 1 per cent with this method.

In the past few years, the 1900 Washer Company has to a large extent departed from the original method of advertising and marketing its products. Having succeeded in selling the "washing machine idea" the "1900" people have found it possible to revert to less strenuous methods of merchandising. As soon as they had their line thoroughly introduced in any one territory they were able to market it in that territory through a good local dealer.

To-day there are "1900" dealers in every city and in every town of importance, selling the full line of "1900 Washers"—hand power, water power, engine power, and electrically-operated machines.

The famous "horse" advertisement is no longer needed. Of late years they have seldom "let the horse out" because he has done his introductory work so thoroughly that the product can now be sold on more conservative lines. But the "1900" Company has never forgotten the experience of those strenuous early days of their business—they say they feel tempted to raise a monument to the noble animal that hauled them up the hill to success, when 17 years ago they were floundering in the bog of discouraging failure.

* * *

Furniture Manufacturers To Advertise

Co-operative advertising campaign planned by Canadian manufacturers of furniture, as urged by MARKETING last year. Expect to begin this fall.

THE idea of co-operative advertising as a means of increasing good will toward, and increased business for, a particular branch of industry has again taken root in a new direction, and will shortly bring forth fruit. This time it is the Furniture Manufacturers Association which intends to grasp the marvellous opportunity of educating people regarding the importance of more and better homes and home equipment. It is understood that this Fall will see the inauguration of a striking publicity campaign with this end in view—a campaign whose influence will be felt all over the country.

More than once MARKETING has called attention to the opportunity which manufacturers of furniture in Canada have been overlooking—an opportunity whose monetary and whose national value is almost incalculable. Last September in an article dealing with this subject, the following remarks were made:—

> One would think that the prospect of retaining in Canada several million dollars spent yearly on imported furniture would impel Canadian furniture makers to unite on a definite course of action. For example, an educational campaign could be organized and conducted over the signature of "The Associated Furniture Manufacturers," which would have for its primary object—aside from the exploiting of Canadian furniture—the development of a refined taste in home furnishing and a proper appreciation of the effect of environment on character and the part that good furniture plays in the making of a home. Suggestive interiors from drawings or photographs could be shown in each advertisement to emphasize points in the text. Newspapers carrying the advertising might be induced to co-operate by publishing once a week a signed and illustrated article dealing with some phase of home furnishing. By virtue of this special department, retailers of furniture, wall paper and decorations could no doubt be influenced to take space on the same page, and thus arouse a healthy sentiment in favor of good furnishings which could not help but be beneficial to all.
>
> A co-operative scheme on behalf of better furnished homes, such as outlined, and conducted by an association composed of furniture manufacturers and interior decorators, and perhaps also by distributors of draperies and rugs would do much to encourage an active and intelligent interest in this important phase of home life. Inevitably, it would lead to a demand for furniture and decorations on a basis of good taste and service rather than on price. Much has already been done toward this end by magazines and periodicals treating of home planning and kindred subjects; through public lectures delivered by competent authorities such as Frank Alvah Parsons; through books published on the subject of furniture and decoration and through other means such as retail displays. It now remains for the Canadian furniture manufacturer and others concerned, to capitalize this newly-awakened desire for better homes by a well-organized

plan of informative and systematic advertising. The question is, will the manufacturer respond to the opportunity that is knocking at the door?

This course of action was advocated in a very able manner at a meeting of the Furniture Manufacturers' Association held in Toronto recently. Mr. G. W. Gibbard of the Gibbard Furniture Company, Limited, Napanee, Ont., was the speaker, and his remarks are quoted below:—

Any nation whose citizens are home lovers is bound to be prosperous, as the population would be contented and happy. We as members of the Furniture Manufacturers' Assn., have a unique opportunity to help solve the problem in both rural and urban centres, by educating the people of Canada to the importance of having comfortable and well furnished homes. An attractive house cannot help but be an influence and help solve the rural problem which is so much talked of to-day.

At the same time we have an opportunity to do ourselves a good turn. *When we realize that the annual per capita expenditure of Canadians for furniture is less than $1.00, or approximately $7.50 per family, we can realize that a great field for cultivation is available.* This applies more particularly to the smaller towns and rural districts. Young people are more certain to be kept on the farms if home conditions are attractive. In this respect there is room for great improvement in Canada. To accomplish this we must follow the fundamental law of selling. Get all the people thinking about the same thing at the same time.

There are several ways to create a much larger market for furniture in the rural districts of Canada and in the smaller towns, if we manufacturers will study this problem and map out a program of a comprehensive character. While it is true that this means the spending of a considerable sum of money, if the amount necessary for an advertising campaign is based on the output of our factories, the assessment per thousand dollars would be a mere trifle, and I think would assure the industry of a steady demand which would keep our factories busy, even should there be the period of depression which many people predict will come next year.

I would suggest that our association proceed at once to organize for a campaign to be started in September next. If we do this, benefits should begin to show themselves by the Spring of 1921, and results would become greater and greater as the campaign continued. It would be unwise to delay our plans until there is a real slackness of business. The creating of a new market cannot be accomplished quickly. We must work at least a year ahead, and we should frame a policy extending over at least three years. We should appeal to the imagination of the farm people of Canada, as well as those in the centres of population. We would suggest offering a comprehensive list of prizes for essays or articles which would stimulate interest in house furnishing.

By advertising in farm magazines and local papers reaching farmers, the competition can be brought to the attention of the public in all the rural districts of Canada. But we would not advise confining advertising to the boosting of such a contest alone. From the very first we would make the advertisements of such a character that they would stimulate interest in home furnishing. By means of the competition, which should probably spread over a period of three or four months, a lot of interesting matter would be gathered together, and new material for advertising will no doubt be received.

It might dwindle to smaller proportions after the opening of spring and either drop or run on a very small scale throughout the summer. Then it should be taken up again in the fall on fresh lines for the second year.

The propaganda should not be confined to newspaper advertising. As many forces as possible should be brought into sympathy with the movement from a patriotic standpoint. The co-operation, and articles on home furnishing should be prepared to be read all over the country at meetings of Women's Institutes. The patriotic appeal should be used.

The importance of the campaign might also be brought to the notice of the rural school teachers whose sympathy in the movement for better furnished homes would be very useful.

If the movement is properly handled a great deal of very interesting editorial matter can be secured, free of charge in many rural newspapers as well as in the farm magazines and similar publications.

One of the first moves should be to stir up furniture dealers in the smaller centres of Canada to the importance of what we are attempting to accomplish. Every loyal furniture dealer should be stimulated to boost the campaign in his local advertising. A suitable propaganda for stirring up the interest of dealers should be organized.

There is no question but that advertising can be used by our association in such a way as to increase the output of furniture in Canadian rural districts.

We have many examples of great industries that have been built up by the power of publicity. The automobile industry, for instance, has been developed by the heavy advertising carried on by so many strong companies. Advertising has made the phonograph industry. These are examples from many that might be mentioned. Everyone wants to do the popular thing, and, if you can focus attention on the better furnishing of homes, we are bound to reap rich results.

One feature worthy of note in this address is the emphasis laid on the fact that advertising pulls, but does not jerk. Mr. Gibbard emphasizes the necessity of getting to work now to secure results in 1921 and succeeding seasons. "We must work at least a year ahead and we should frame a policy extending over at least three years," he says. "If we do this we will undoubtedly achieve results that will repay the investment over and over again." This is sound merchandising gospel, and if the Furniture Manufacturers' Association follows this advice, the success of their campaign *will* be assured.

With further reference to this subject in a recent letter to "MARKETING," Mr. Gibbard says:

A campaign for this Fall, is in my opinion, very desirable. The possibilities of our industry if properly presented to the public, seem almost unlimited, and many small circumstances have shown me the possibilities of arousing public interest.

One thing which occurred just a day or two ago in our own shop illustrates this. We sent back from our home a kitchen cabinet that had been used for a good many years. It had been sold before coming back here, but one of our employees thought it might be for sale, and asked if he might buy it. I am sure that up to that time he had not thought of purchasing a kitchen cabinet at all. When he could not secure this one his wife was very much disappointed, and the next day we sold him a $65.00 cabinet from our retail store. We found that he had told his wife about the first one, and she was so disappointed that he had to get one anyway. Surely an advertising campaign properly supervised could create the same desire, and put a kitchen cabinet in that home as well as the combination of circumstances I have mentioned.

In our small retail store we find the same thing happening constantly in connection with Chesterfields and other pieces of furniture. Once the germ is planted, the opportunity of gathering the harvest soon comes

The time is ripe. A well-planned and directed campaign on behalf of more and better "Made in Canada" furniture, begun early this Fall, and continued consistently over a period of three or more years, will bring undreamed-of results not only in the way of increased business, but increased comfort and enjoyment in Canadian homes, many of which today are too meagrely furnished to be attractive to old or young.

* * *

Mr. John Patterson, President of Norris-Patterson Limited, Toronto, was recently elected President of the Canadian Association of Advertising Agencies. The other officers elected were: First Vice-President, E. Desbarats; Second-Vice President, J. E. McConnell; Secretary-Treasurer, A. J. Denne; Member of Committee, R. A. Baker, W. B. Somerset, of A. McKim Limited, Montreal, is Immediate Past President.

* * *

R. Bruce Owen, formerly of the firm of Owen & Calder, newspaper representatives, Montreal, has been appointed Manager of the Montreal office of Maclean's Magazine. Mr. Owen will have charge of the Province of Quebec including Montreal, where he is well and favorably known to all advertising men, having worked on the advertising staff of the Montreal *Mail* and the Ottawa *Journal*.

* * *

Charles H. d'Amour, formerly with *Canadian Messenger Press*, Montreal, has been appointed Business Manager for the Montreal Parish Magazines owned by *L'Action Paroissiale*, Montreal.

* * *

Clare A. Parsons, late of 53rd Battery, C.E.F. has joined the staff of Thornton Purkis in Toronto Office.

PRODUCT AND MARKET ANALYSIS AS A BASIS FOR SELLING CAMPAIGNS

In order to make advertising accomplish its purpose something more than catch words and fluffy phases is essential. The importance of market surveys. From an address before the recent Advertising Convention.

By L. D. H. Weld,
Manager Commercial Research Dept. Swift & Co.

ADVERTISING not only reduces selling costs by creating a greater demand for the same expenditure and by requiring less selling effort on the part of individual salesmen, but it also reduces manufacturing expenses by making possible large-scale production, by bringing about a standardization of commodities, and by transforming seasonal demands into continuous and year-round demands.

Advertising has made it possible for manufacturers to quit making hundreds of different styles of articles, according to the specifications of individual jobbers or retailers, and to substitute a limited number of standardized styles and shapes and qualities, which can be run through the factory at the lowest possible expense and in quantity production. It has helped to make the market for automobiles a twelve months proposition instead of a three months proposition. It has made it possible for department stores to reduce their overhead expenses by increasing their sales on certain days of the week, and during the forenoons when their salespeople would otherwise be only partially employed.

All these benefits, however, are achieved only when advertising is successful; if advertising does not accomplish what it is intended for it raises selling costs and manufacturing costs and becomes a waste to the community instead of an economy. This is what advertisers and advertising agencies have long since begun to realize; and, they have found that in order to make advertising accomplish its purpose something more than catch words and fluffy phrases is essential. Not all advertising agencies realize this even yet; they are tempted to use as little of their commissions as possible in giving the kind of service that makes advertising justifiable from an economic and social point of view. But those that are growing in size and are placing themselves on a permanently successful basis are the ones that are spending a good generous share of their commissions for preliminary investigational work, and that are even influencing their clients to undertake additional investigational work that the agencies cannot afford to pay for out of their commissions.

It is not my purpose to attempt an analysis of the kind of investigation necessary in order to make advertising justify itself. I am merely trying to force home the need of scientific procedure in planning and conducting an advertising campaign. The subject suggests the two principal directions in which analysis should proceed; that is, first with regard to the product to be advertised, and second with regard to the market where the product is to be sold. The proper kind of product and market analysis involves the establishment of a special corps of trained experts, both in advertising agencies and in manufacturing and mercantile concerns. This accounts for the development of departments of statistics and departments of commercial research. In order to obtain men with proper training for this kind of work advertising agencies and advertising manufacturers are beginning to look for men in the colleges and universities which have courses in business. They are even taking men from the faculties of our universities; in fact, the demand for economists and statisticians has become so great that the universities that have courses in business are in a serious position at present; they cannot get enough good men to carry on the courses that should be taught.

The collection of market data, its proper tabulation and interpretation, and the preparation of accurate statistics, are no simple matter. Statistics do more harm than good unless they are properly handled. A man should really have professional training in statistical methods as well as a large amount of actual experience before he is equipped to handle this branch of the work satisfactorily.

The question arises as to how far this work should be done by advertising agencies and how far it should be done by the advertisers themselves. This question is difficult to answer definitely at present. Needless to say, an advertising agency must necessarily be equipped to handle this kind of work. This is especially necessary when the agency starts a new campaign. The manufacturer can not be expected to know how to go about it. The agency is supposed to furnish the expert knowledge in conducting a sales campaign. Advertising agencies should be sales engineers as well as preparers and distributors of advertising copy, because as pointed out above, advertising is a part of selling and cannot be successful or effective unless it is properly linked up with the whole selling effort.

The question resolves itself, therefore, into whether a manufacturer should attempt this kind of analytical work, and if so, how much of it should be left to the advertising agency and how much of it should be carried on by the manufacturer himself.

After an advertising campaign has been started the safest and surest way for a manufacturer to keep up a continuous and comprehensive analysis of sales results and sales possibilities is to have his own department of sales extension or his own commercial research department, in order to supplement and co-operate with the advertising agency. He often runs into obstacles in trying to develop such a department because the sales manager is apt to have but little sympathy with what he looks on as new-fangled ideas. Furthermore, when the manufacturer attempts this kind of work he looks through his own organization for the right kind of man to take charge of it. Sometimes he finds him, but he is more likely to achieve the desired results by bringing in a trained man from the outside; just as the manager of a manufacturing plant, when he wants to introduce scientific management or better methods of handling laborers, calls in an expert.

Such a research department can obtain its information partly from the sales records in existence within the office; but a large part of the most valuable data must be got by means of outside market analysis or field surveys. When it is desired to find out, for example, whether prices are being maintained by dealers, how dealers feel toward the product, whe-

ther stores are sold in proper quantities, how many different competing brands dealers handle, and to what extent consumers ask for the product by its brand name.—recourse must be had to market surveys rather than to records in the company's files.

There is an inclination sometimes to try to obtain this kind of information through salesmen, but it has generally been found that to do this work adequately and successfully a special corps of trained investigators is needed. If a salesman is properly routed over his territory he cannot possibly have the time to collect the information needed. The salesman also has a personal interest which blinds him to facts that would place his work in an unfavorable light; and, finally, most salesmen are lacking in a broad conception of fundamental merchandising problems, and hence frequently fail to grasp the significance of facts which would be of value to the management.

For these reasons, market surveys need to be made by men who are detached from the regular selling force. Furthermore, they ought to have training in the fundamentals of business organization. They ought to be able to answer intelligently: Why does my firm sell through jobbers, rather than direct to retailers? What would be the advantages of selling direct? How much more would it cost? How much, approximately, does it cost to sell the different commodities my concern is marketing, and what is the relative profitableness of the different lines?

The making of such market surveys is perhaps the most valuabe thing that a research department can do. When they are made by advertising agencies, or outside companies who make a business of this sort of thing, they are apt to be superficial in character—although the final reports are usually presented in such a neat and attractive form with striking sub-heads and marginal heads typed in red, that they look complete and compelling. Advertising agencies usually are not equipped to carry on such continuous and comprehensive analysis as are necessary for the most scientific kind of field surveys or trade promotion. Such a department should not only co-operate with the advertising agency, but it should also serve as a check on the agency by carefully analyzing advertising results and by making a careful study of the choice of mediums, etc.

In addition to the kind of analysis suggested above, there are other problems for which many industries can employ a research department to advantage. And these are some of the most vital problems of the day. These have to do with the broad and fundamental relations of an industry with the public and with the Government. The economics of any industry are well worth studying. Just what economic function does any particular industry perform? How is it a benefit to mankind?

To what extent is it misunderstood by the public? How can its service be improved? What is its policy in dealing with the public and with its own working people?

These are the problems to which the writer has been giving much of his attention during the few short months that he has been in his present position. This kind of work is helpful in furnishing the basis for an institutional advertising campaign such as that carried on by Swift & Company at present. A knowledge of economics is more or less helpful in such work, and the day has already arrived when the services of economists are being sought by large corporations.

In conclusion, be it said that product and market analysis yields economies because it results in more effective advertising which in turn reduces sales and manufacturing expenses. Advertising is justifiable from an economic point of view only as it accomplishes this purpose, or as it results in a higher standard of quality of product for the same selling and manufacturing expense. The effectiveness of advertising for the future depends upon the amount of brain power used in its preparation and in the quantity and quality of the scientific analysis on which it is based.

A Tribute To The Common Man

By Roy Soule, of the A. C. Penn Co., New York

If I were just a common man and everywhere I went
I made it my big business just to scatter discontent;
If I were just a common man or lent a willing ear
To all the muttering discord that any man may hear;
If I had a common memory that stowed away the hate
That seems to fly and multiply in this old world of late,
If my initiative were just the common run,
If I failed in common measure on the things that I begun,
And I put into practice with all my human might
The things that I believe in,
Would my hands be clean at night?
When I darn my old employer and wish he were in hell,
Do I mean it—or just say it, because it sounds so well?
If he were at my mercy, bound with faggots at a stake,
Would I strike the match that burned him, with my all-consuming hate?
If I joined a common union and it should come to pass
That strikes made others suffer just to benefit my class,
If my wage were not sufficient to gratify each whim,
Would I hit the job the harder, with the proper sort of vim?
If I were just a common man, with virtues of my lot,
Would I work when men about me all declared that they would not?
Would I back my true convictions with my voice and with my vote?
Would I be proof against the wave of doctrines now afloat?
If I were just a common man and paid a profiteer
Some prices now prevailing, would I still think straight and clear?
If I were just a common man and saw my fellows spend
With the careless rash abandon of wealth that has no end,
If I were just a common man, and I am as like as not,
Would the actions of the world today build temples in my thought?
If I were bent on winning, and others blocked my way,
Would I use force without remorse if it would win the day?
If I were just a common man, would I resist the lure
Of power, pride and promises of things that seem so sure?
If I were just a common man, and these things should prevail,
I know my weakness well enough to know that I would fail,
And knowing what would come to me if I were sorely tried,
I look upon the common man with patriotic pride.
I see how staunch he's standing, a guard beside the pass,
A man whose aspirations are above a creed or class,
And from him I take courage to do the best I can,
In every pinch, go every inch, to be Canadian.

"Built From the Editorial End"

The Globe achieved greatness as a newspaper half a century before advertising started to develop as the potent business force it is to-day

The Globe's business success is founded upon the sure rock of ***Editorial Success.*** Is is "built from the Editorial End."

THE Globe is greatest in its field as a general advertising medium because it is greatest in all Canada as a newspaper and as an editorial power.

No other Daily in Canada with a circulation approaching that of The Globe in ***quantity***, offers the advertiser such ***advertising quality.***

No other Canadian Daily is so closely read.

No other paper appeals to such a substantial class of so good a community.

Every Globe reader buys The Globe on merit.

In 76 years The Globe has never given a premium or conducted a circulation contest.

Its circulation exceeds that of any other Canadian morning paper by many thousands daily.

No morning paper in Canada which has not secured its circulation by premiums or contests has ever attained one half The Globe's present circulation.

W. G. JAFFRAY
President

The Globe
TORONTO

Wm. FINDLAY
Bus. Mgr.

Member Audit Bureau of Circulations

BRANCH ADVERTISING OFFICES

UNITED STATES
Verree & Conklin, Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.

CANADA
EASTERN OFFICE
303 McGill Bldg., Montreal, Que.
J. R. Hamilton, Mgr.
WESTERN ONTARIO OFFICE
25 Hughson St. S. Hamilton,
J. P. McBride, Mgr.

GREAT BRITAIN
T. R. Clougher,
Royal Colonial Chambers,
17 Craven St.,
London, W. C.

QUICKENING CIVILIZATION'S PROGRESS

If we want to make men more civilized we must make them want more things.
Almost infinite expansion of wants and desires possible through advertising.
From an address before recent Advertising Convention.

By Joseph French Johnson

THE march of civilization is along an ever broadening highway. The savage knows only a narrow trail, and unless he receives help thousands of years must pass before his trail begins to broaden into a highway. Give me a list of a nation's wants, and I can tell you the state of that nation's civilization. If their wants are increasing in number and quality we know that the nation is alive, that it is not decadent. The man whose wants are those of his forefathers is making no progress. The farmer who is content to work all day for the sake of salt pork and sundown has not the yeast of civilization in him. He may help feed the world, but giving the world more bread and meat is not the way to make the world happier, or better, or more civilized.

There is only one way to civilize the savage. You must make him first discontented with his cave, with his jungle, and stir up in the bosom of his wife a longing for a wardrobe not consisting exclusively of noserings and earrings. And at the same time, you must let him see a ray of hope that somehow he is going to be able to gratify his strange new longings. Then that savage and his tribe will take the first steps toward the broad highway called civilization.

It goes without saying that the quality of a people's civilization depends entirely upon the quality of their wants. Are their wants largely material, satisfying merely the senses, and is the number of such wants rapidly increasing? Then we have what may be called a high state of material civilization and progress. But that is a narrow and most dangerous kind of civilization, for it neglects the brain, the heart and the soul. History has proved that such a civilization cannot long survive.

Suppose an architect could put into a man's house a room on the walls of which were myriad electric buttons, the pushing of which would bring the gratification of any conceivable desire—here a button that brought out a beefsteak dinner, there a button that gives him a bottle of red wine, over there a button that responded with cigars, and here buttons that responded with music of any kind desired, or with beautiful pictures, or with books and magazines that exactly suited his fancy.

It so happens that the brain of every man has in it, and has had in it from the beginning of time, that wonderful, apparently impossible chamber. The savage does not know it is there, and our so-called civilized man is only just beginning to find out. Man has in him the capacity for an almost infinite expansion of his wants or desires, and at the same time the power to satisfy every new want which comes clamoring into his consciousness. The problem of the civilized man is merely one of will and decision, "which buttons in this marvelous chamber of my brain shall I press, and in what order?" His growth, his happiness, his progress, his development, his character, his health, all depend upon the degree of reasoning he uses in the gratification of his desires.

So if we want to make men more civilized we must make them want more things, and you never make a man want something which he knows is beyond his reach. No woman has ever shed tears because she could not make a honeymoon trip to the moon. But, if our sky pilots, the eagles of our material civilization, ever do find their way to the moon, you may depend that many a millionaire's daughter will want to make the trip. As you all know, it is a human characteristic to want most that which is almost impossible to get. The ability to gratify such a want, gives us distinction.

Since a nation's standing in the scale of civilization depends upon the number of wants its people are able to gratify, it is evident that advertising is not only an economic force, but a great civilizing force; in fact, in all reverence I am tempted to call it the John the Baptist of civilization. Wherever there has been progress in the past, advertising has led the march, and where nations like China have existed for ages in stagnation, advertising has been almost unknown.

As an economic force, advertising gives birth to new wants and so creates an economic demand for more goods, thus tending to increase the demand for this labor. Economists commonly say that the manufacturer creates "form utilities," and that the railroads add a "place utility" to goods. No matter how wonderful your invention or how fine the quality of your goods, people will not buy unless they know what you have got. Therefore, you simply must advertise. It is entirely wrong to look upon the expense of advertising as one of the costs which add to the price. The truth is quite the contrary. Without advertising large scale production is absolutely impossible, and large scale production is the sine qua non of low prices. Someone has estimated that the business men of the United States in normal times before the great war were spending fully one billion dollars a year in advertising. A mushroom economist would immediately jump to the conclusion that the poor ultimate consumer footed this enormous bill. If we could get all the facts, however, I have no doubt we could prove that this billion dollar expenditure for advertising reduced prices to such an extent that the American people at the end of the year were more than a billion dollars better off than they would have been had some fake economic czar begun the new year with an edict against advertising.

Furthermore, advertising sees to it that people shall get goods of the best quality. It lifts the market standards. People want the best and when with the aid of advertising they have found out what is best, the man who makes it has their almost unanimous patronage, and the man who makes the inferior articles must either go out of business or improve the quality of his goods. Advertising puts no royal crown on the head of a humbug. No man succeeds thru advertising who would not succeed without advertising. Advertising merely makes his success swifter, bigger, more certain.

Advertising is absolutely essential to the successful distribution of goods. Without its aid a manufacturer is at the mercy of wholesalers and retailers, for he has not the ear of the consumer. But with advertising as his agent, he trademarks his goods and makes them familiar household words in the homes of all classes of consumers, broadens his markets and prospers, utterly indifferent to the frantic and mendacious devices

Precision at the Eighteenth Hole

THE player with the pep lasts the full course and finishes strong. He's playing every hole for all its worth, he's out to win. So it is with the farmer and his farm paper —The Nor'-West Farmer. The farmer is out to win—out to get all the knowledge he can; he plays every page for all it's worth. Years of consistent service have built up a singular confidence among farmers in the editorial pages of The Nor'-West Farmer. Of course this is but an index of their confidence in the advertising pages. The inquiries in our daily mail (1,200 a month) reveal in a surprising degree their dependence on this paper as a source of information.

We have created this confidence by treating each inquirer as though we were in business for him—individual service.

This assistance is of almost as great benefit to our advertisers as to our family of 75,000 readers. It links the advertising to definite practical problems. The results advertisers get are indicative of the reliance the farmer places in The Nor'-West Farmer as his buying guide.

Have you received a copy of our latest bulletins—20--21--22--23? They are reservoirs of information on the Western Canada market. Write for copies.

Don't forget The Nor'-West Farmer is Semi-Monthly

Published to Promote Good Farming

Ask any Agent or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

Member A.B.C.

WINNIPEG CANADA

Eastern Canada Office
J. B. RATHBONE
95 King St. East, Toronto, Ont.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
381 Fourth Ave., New York, N.Y.

of unworthy competitors. So it has come to pass that "an article of merchandise without a trademark is like a mule—without pride of ancestry or hope of prosperity."

A great financier sat one day a good many years ago on the board of one of the big life insurance companies, and argued with its members that they ought to buy space in the newspapers every year and print their whole balance sheet, showing every dollar's worth of property they owned.

One director objected indignantly.

"But some day you will make a bad investment," the objector said. "What are you going to do then? Are you going to advertise that to the public too?"

To which the financier replied: "If you know in advance that every investment you make is going to be advertised, you will be much less likely to make a bad investment."

Advertising has taken down the screens from the windows of business, of directors rooms, and even of departments of state. Business is now done in the open and will be more and more—and to advertising the credit is due, for it has shown the way. It is the great servant of truth.

And it is also the hand-maiden of Democracy. So long as the world was ruled by monarchs, there was no good of advertising. The monarch had only to say "Do this" and it was done; or "Serve such and such dishes at my table" and every loyal subject served the same. But Democracy substitutes the rule of popular intelligence for the rule of the single intelligence. Men can no longer be ordered; they must be persuaded. Nothing great will ever be done in the world again except thru the power of public opinion. And advertising shapes public opinion.

We think we have seen great development in advertising. What we have seen is nothing in comparison with what we shall see. Advertising is hardly out of its swaddling clothes. It will have its childhood diseases; growing pains; be picked on by jealous rivals. We'll have our epidemic of laws to tax advertising on the ground that some advertising is wasteful. This would be as wise as to "Abolish writing in order to prevent forgery." But we shall come through all these tribulations to full grown manhood if we hold our head high and keep the faith. Proclaiming the good gospel of advertising not merely as an economic force, but as the prophet of progress, and the moulder of public opinion, which is the strength of democracy and the hope of our civilization.

* * *

KIRKWOOD'S LETTER FROM LONDON

There's a reason, usually, for differences in printer's estimates. Discounting the value of advertising. Reaction against high prices. Extended activities of daily newspapers American syndicate invades England. Interesting comment from MARKETING'S British correspondent.

By John C. Kirkwood

SERIOUS humour has illustration in a little story told me by a printer. One of his customers is a large engineering firm whose publicity man and buyer of printing keeps an eye on costs. The printer quoted a price of £26 for a job. The publicity man challenged the quotation, and brought in an invoice for quite a different job done at a previous time, the amount of which was £1. Whether the details of the job in each case, quantities, materials, amount of labour involved, were comparable is not my point, which is the date of the invoice. It was 1878! "My hat!" was the printer's mild attempt at profanity when he told me of the incident. "Before the man was born," he added. It is painful to be made to think of the good old days when big families were maintained on incomes of $600 a year, and when $1000 a year was regarded as wealth.

Printers' Estimates

Another case of price comparison of which I have knowledge relates to a reprint job. An estimate for a certain job had been given. This estimate was greatly exceeded by the time the job was finished. When the invoice was received, the buyer asked another printer to quote on the job, and the price quoted was away below the amount of this invoice.

Whereupon the buyer went up in the air, wrote to the firm which had done the job, and plainly hinted that they were robbers. This firm replied that it would be glad to reprint the job for 5% less than the other printer's estimate, and went on to explain. It explained that the original estimate was based on a very much lighter paper, and at a time when paper prices were much less than those obtaining when the heavier paper used was authorised; that in the interval between the submission of the original estimate and the execution of the job, printers' wages had gone up 10%; that the job as originally set up was revised very heavily, and that author's corrections had added a very substantial percentage to the original cost.

It was pointed out that the printer submitting the estimate for reprinting the job had quoted on a paper much lighter in weight; that he was quoting on a job already in print, and that author's corrections and the successive proofs were items of cost which he did not need to figure into his estimate; and that, therefore, comparisons between the Printer No. 1's estimate and that of Printer No. 2 were quite unfair. The customer saw the point, appreciated the explanations, and restored his confidence to his regular printer.

Swelling Printers' Costs

I mention this case because it probably has pertinency to many printers and their customers in Canada. Customers very often suspect their printers of overcharging them, when the invoice comes in, quite forgetting that they themselves may have contributed largely to the heavy costs, or are wholly responsible for them; also, if and when they seek competitive estimates on a job already done, they often fail to remember that the printer who produced the job had much heavier costs than will the printer who has merely to reproduce something already done.

One firm with whose printing I have much to do begins to read seriously the copy it has provided only when the proofs, in finished form, are submitted. The publicity men prepares the copy in typewritten form presumably after consultation

The Organized Farmers in Canada—*Your Select Market*

100,000 STRONG

ORGANIZED into mighty associations for mutual progress and benefit.

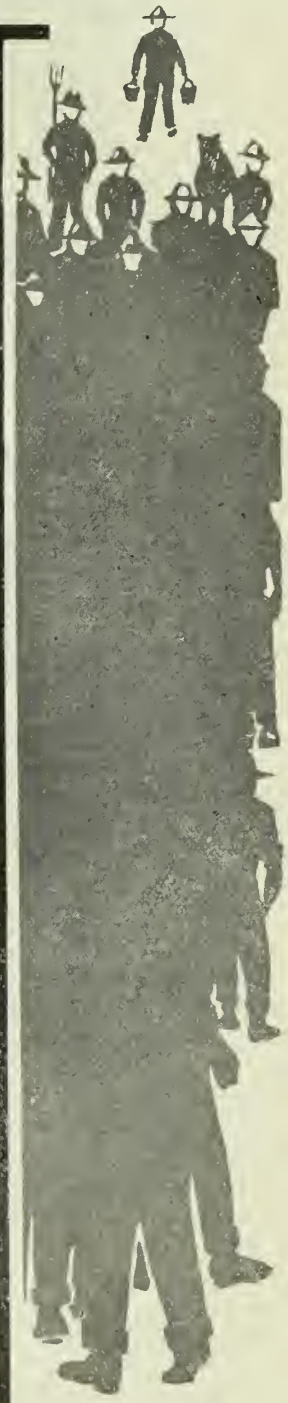
They represent the highest type of agricultural citizenship in Canada.

They are leaders in thought and moulders of public opinion.

They are the keystone sales prospects in the farm field in Canada.

This selected market — rich in sales prospects — is reached with no waste circulation through their own official publications, which they subscribe to voluntarily and at the full subscription price.

Ask us to supply you with specific data that will help the sale of your product in Canada



THE GRAIN GROWERS' GUIDE

290 Vaughan St., Winnipeg
Covers Manitoba, Saskatchewan and Alberta.
Circulation— July 14th issue, 75,304 net paid.

Manitoba	Saskatchewan	Alberta	Sundry
19,587	34,991	18,530	2,196

THE UNITED FARMERS' GUIDE

Moncton, N.B.
Covers New Brunswick, Nova Scotia and Prince Edward Island.
Circulation— July 14th issue, 15,982 net paid.

Nova Scotia	New Brunswick	Prince Ed. Island	Sundry
7,472	4,801	3,639	70

Offices also at :—
53 Yonge St., Toronto
1478 Broadway, New York City

with those concerned. Then when a second set of proofs embodying revises by the publicity man is submitted, to be passed among department heads or executives, there is an awakening of interest and the second proofs come back, as a rule, very radically revised. Even the engravings or cuts that have been made are asked to be altered, though they were made from carefully prepared and retouched photographs in the firm's own technical department. All this means very heavy additions to costs.

Of course, it is sloppy work, and it may be that the publicity man is to blame for not insisting that his copy and lay-out, and illustrations, shall all be most carefully read and revised before the job goes to the printer; but I know that he has difficulty in getting department heads and executives to give serious attention to jobs in their embryonic form: they want to see them in type before they will bother with them.

In Canada there may be publicity men whose principals are similarly offenders against economy and efficiency. Printing costs leap up when jobs have to be re-made after they get into type. Time and trouble taken before the job goes to the printer to assure that it shall be right in the first proof is both money-saving and time-saving, and may be job-saving, for the publicity man whose department becomes expensive is likely to find himself scrapped some cold day.

Discounting the Value of Advertising

The Oatine Company, London, makers of toilet specialties, have built up a very substantial business by advertising, yet this sentence occurs in a letter sent out by this Company in connection with a direct-by-mail proposal:

"The enclosed cheque for 5-1 is sent in order to induce you to make a critical trial of our preparations, so convinced are we that they are superior to all others. We have charged this amount to our Advertising Account, as we consider a personal trial is a better advertisement than merely asserting their excellence in the Press, which latter course would cost as much and very likely fail to induce you to try them."

The idea of the Oatine Company is good, but its knocking of press advertising is bad. Also, the Oatine Company itself uses and has used press advertising and so discredits its own practice.

The use of direct methods in selling is good and necessary, and need not be put into the scales with press advertising in the other pan. One reinforces the other. Press advertising prepares for direct methods. To throw stones at press advertising, or to discredit its value, is for an advertiser to hurt his own business.

The foolish comparisons of the various expressions of advertising —printed matter v. press advertising; magazines v. newspapers; posters v. newspapers— accompanied by the question, Which is best? reminds me of the come-back question of A. J. Denne, of Smith, Denne & Moore. His very incisive rebuttal question is, Which blade of a pair of shears does the cutting?

The Protest Against High Prices

Following the Wanamaker example, Selfridge's announced a straight 10% discount on all goods, except on groceries and provisions, when the discount was 5%, and on proprietary goods whose prices are maker-fixed. In the public announcement of these reductions, the advertiser stated that it was a well-intentioned effort to lower the cost of living. This, of course, is just gloss. The real fact is that business slumped, and that sales had to be maintained. Since the cause of the slump was, in reality the unwillingness and inability of the public to continue to pay the mounting costs of all classes of merchandise, the obvious procedure was to reduce the prices of merchandise. So long as the public showed willingness and ability to pay anything retailers asked, there was no reason to lower prices or even keep them low. Most of us are willing to get all we can for our wares. It is human nature and business. What the public will pay is the price charged for most things.

This reaction against the high cost of material things seems to have extended to pleasures, for, as I write, the London theatres are finding the public not quite so keen to fill their seats. Recently, in many London theatres, the prices of stalls—the seats on the ground floor, near the orchestra or footlights, were advanced from half-a-guinea (say $2.50) to 12/6 (say $3.00); and the prices of gallery or "gods" seats from 1/3 (30 cents) to 2/- (50 cents). The explanation of the advance was, probably quite truly, the increased cost of producing plays.

Of course the summer has come, and this usually means slimmer theatre audiences, yet May and June are gay London months, and all forms of pleasure are popular. Also, for the "season" London fills up with Provincial visitors, which visitors are augmented by Americans, Canadians and other overseas pleasurers.

Probably there are economic reasons for the fall in prices. Exchange rates are improving as between Great Britain, America, France, Germany and Italy. Also, the vast demands of the world following war devastation and interrupted industry have been in part met by corresponding production out-put. Markets are less hungry than they were a year ago, and this diminishment of appetite may continue. Cotton and wool prices have slumped, so clothing may become cheaper, and there are signs that footwear prices will shiver.

It is to be hoped that a collapse of high prices will check strikes and the clamour for high wages. It is said, perhaps with truth, that present wages will never decline. When strikes for higher wages are based on passion and suspicion and consciousness of power, they have hurt in them. In South Wales, for example, the coalminers have been demanding— and getting—higher wages, not because they needed them for decent living, but because they had the power to compel them, and many stories are being told about their extravagances and lavish indulgences. One has sympathy for those whose wages are barely sufficient to keep body and soul and home together, but not for those whose wages are greater than their requirements, who use the surplus for foolish spending, and who reduce the amount of their weekly labour because they can afford to take holidays.

Dailies Extend Their Activities

In previous letters I have told how the London *Times* has expanded its daily issue in the form of weekly supplements which are distinct newspapers sold separately. These special issues are half the page size of the daily issue. One is called *The Times Literary Supplement;* another, *The Times Engineering Supplement;* and another, *The Times Trade Supplement;* another *The Times Educational Supplement.* An announced *Agricultural Supplement* has not yet made its appearance.

Now the owners of the *Times* are producing *The Woman's Supplement*, a monthly magazine having approximately the page size of *Vogue*, which magazine it will resemble in some respects. But it is cutting its own swath. It does not aim to be ultra "smart" in text or illustration. It is sober, rather than smart, informative and practical rather than devised for entertainment. It will embody a rotogravure section and

1866 1920

THE FARMER'S ADVOCATE AND HOME MAGAZINE

PERSEVERE AND SUCCEED — FOUNDED 1866

PUBLISHED EVERY THURSDAY
$1.50 PER YEAR IN ADVANCE

THE BEST ADVERTISING MEDIUM IN CANADA

LONDON, CANADA

1920 Exhibition Number
will be published SEPTEMBER 2nd

EVERY progressive farmer is more wide-awake to his own interests at Exhibition time than probably at any other season of the year, and will spend large sums of money if only he is convinced it will better conditions in his home and on the farm.

Therefore the Exhibition Number of ***The Farmer's Advocate and Home Magazine*** (which will be published September 2nd and will go into over 30,000 homes of the very best class of farmers in this country) can offer you a most attractive proposition.

One reason for the greater popularity of The Farmer's Advocate, especially at Exhibition time, is the fact that we engage the most competent men to report all the leading exhibitions in this and other countries, and we spare no expense to make these reports the fullest and most accurate possible. For this and other reasons our readers have learned to place implicit confidence in what we publish and advertisers derive correspondingly large returns.

Let us hear from you early reserving space in our Exhibition Number—prices are as follows : one page $216 ; half page $108 ; quarter page $54 ; 30c. per line. Where advertisers have contracts they will be allowed space in this special number pro rata.

It will be to your advantage to have copy in early—by August 20th if possible. Last form will close August 28th.

Do Not Miss This Big Opportunity

The William Weld Company, Limited
PUBLISHERS LONDON, CANADA

The Farmer's Advocate and Home Magazine
(Member of A.B.C. since its organization)

a section in the three-colour process. Paper, illustrations, art features and treatment of typography will be of the very best. The price will be one shilling and sixpence.

Failure will not be permitted. It is a tradition of the Northcliffe Press that no enterprise which it launches shall be allowed to fail.

The Times has also produced a post-war atlas in parts; so has the *Daily Telegraph.*

The London *Daily Mail* is publishing a monthly fashion magazine —a new thing this year.

And now the Manchester *Guardian*, one of Britain's staidest and finest newspapers, has begun the publication of a weekly supplement, which is quite a distinct newspaper, called the Manchester *Guardian Commercial.* As its name suggests, it is devoted to the subject of trade and business, and in particular overseas or export business. In its own words, the newspaper, "will be a weekly guide to the trade of the world, designed to foster British commerce, to help British manufacturers to widen their field of export and import, and to inform Colonial and foreign manufacturers of Britain's needs and resources."

The daily issue of the Manchester *Guardian* for June 15 was a special Canadian number, to which contributors were, Sir George Perley, Canada's High Commissioner, on "Empire Co-operation;" Hon. T. A. Crerar, on "The Farmer's Movement"; Senator N. A. Belcourt, on "The Influence of Quebec"; Prof. Graham, of McGill University, on "Mineral Resources."

The question I ask again is, Is there not a hint in the growing practice of British daily newspapers publishers to some few Canadian daily newspaper publishers? For example, cannot the Toronto *Globe* publish *The Globe Farmer?* and the Montreal *Star*, the Montreal *Star Commercial?* It may be that the deadly arithmetic of publishing forbids such extensions of enterprise. I do not know this, however, What I do know is that London's great daily newspapers can have lusty offspring because they can create by the aid of their own advertising columns a market for their offshoot publications. This inter-advertising practice and policy has aided numerous publications of all sorts, in Great Britain, to get on their own feet. Notable examples of this fact are the very numerous—over 70 publications constituting the output of *The Amalgamated Press*, the Northcliffe periodical publishing company. I am told that the circulation of one particular group or type of publications issuing from Farringdon House, the home of the Amalgamated Press, amounts to the colossal total of 64,000,000 copies per week!

This Company inter-advertises its publications, and does other advertising as well. Not every publication it launches succeeds under its original name, and in its original form. If it fails, it is not scrapped, but revamped and produced under a different name, somewhat altered as to character; and this process goes on until it sticks. The impelling and compelling force is to keep the mammoth and multitudinous presses busy—there must never be a vacant hour on them. Their necessity is the mother of periodicals, some of which are for the tousled-haired, dirty-faced van-boy with an insatiable appetite for stories in which pistols, lassoes, fisticuffs, and impossible adventures crowd the pages; some for the serving maid whose dreams are inspired by the doings and sayings of lords and ladies; some for the mill-girl whose ambition is to marry her employer, or at least to have an affair with his wastrel son; some for the pretty typist who wants to become a "movie" star, and wear fine clothes and priceless jewels; some for the bride-to-be, languorous with the romance of love.

A great publishing company like the Amalgamated Press gets oceans of manuscripts by every post, and lacks not for material. It markets drivel where drivel is desired; and better stuff where better stuff is wanted. At the rate of 64,000,000 a week, it means 1½ publications for every man, woman and child in the United Kingdom.

The American Invasion

The directors of the United Drug Company have approved the purchase of Boots Ltd., the British chemists of comparable type. A new company will be formed, Liggett's International Ltd., under the control of the United Drug Company, to take over, along with Boots Ltd., other drug concerns in England and Canada which have already been purchased. The price paid to Boots Ltd., is said to be £1,500,000.

Boots Chemists shops, which number 650 throughout Great Britain, were founded by Sir Jesse Boot, who is the son of a farm labourer. Young Jesse left school at an early age to work in a shop. When 27 he launched out as a chemist. In 1883 he floated "Boots" as a limited company with 11 shops. To-day at Nottingham, Boots, have the largest laboratories in the world, employing upwards of 6,000 people.

There is humour of a sort in the fact that Sir Jesse has suffered from acute rheumatism for a long time, and has not been able to walk for many years, spending his time in an invalid chair to accommodate which a motor car has been specially built. All these years his branches have been selling rheumatism cures under many names, and, presumably, all practically guaranteed. Which makes me recall an incident narrated to me by a friend who was in his friend's house, a very eminent London physician, when another very eminent member of the medical fraternity, a surgeon, called, and came limping up the stairs, with rheumatism, or gout, or some such ailment. This surgeon had just arrived from the south of France whither he had been summoned to perform an operation, and for which it was said that his fee would probably be 1000 guineas.

The host railed his surgeon visitor on his limp, and suggested that he should prescribe. "No, damn you, Stewart," was the reply, "you'll fill my stomach with nasty medicine. I am going to use St. Jacob's Oil"—and he was serious about it.

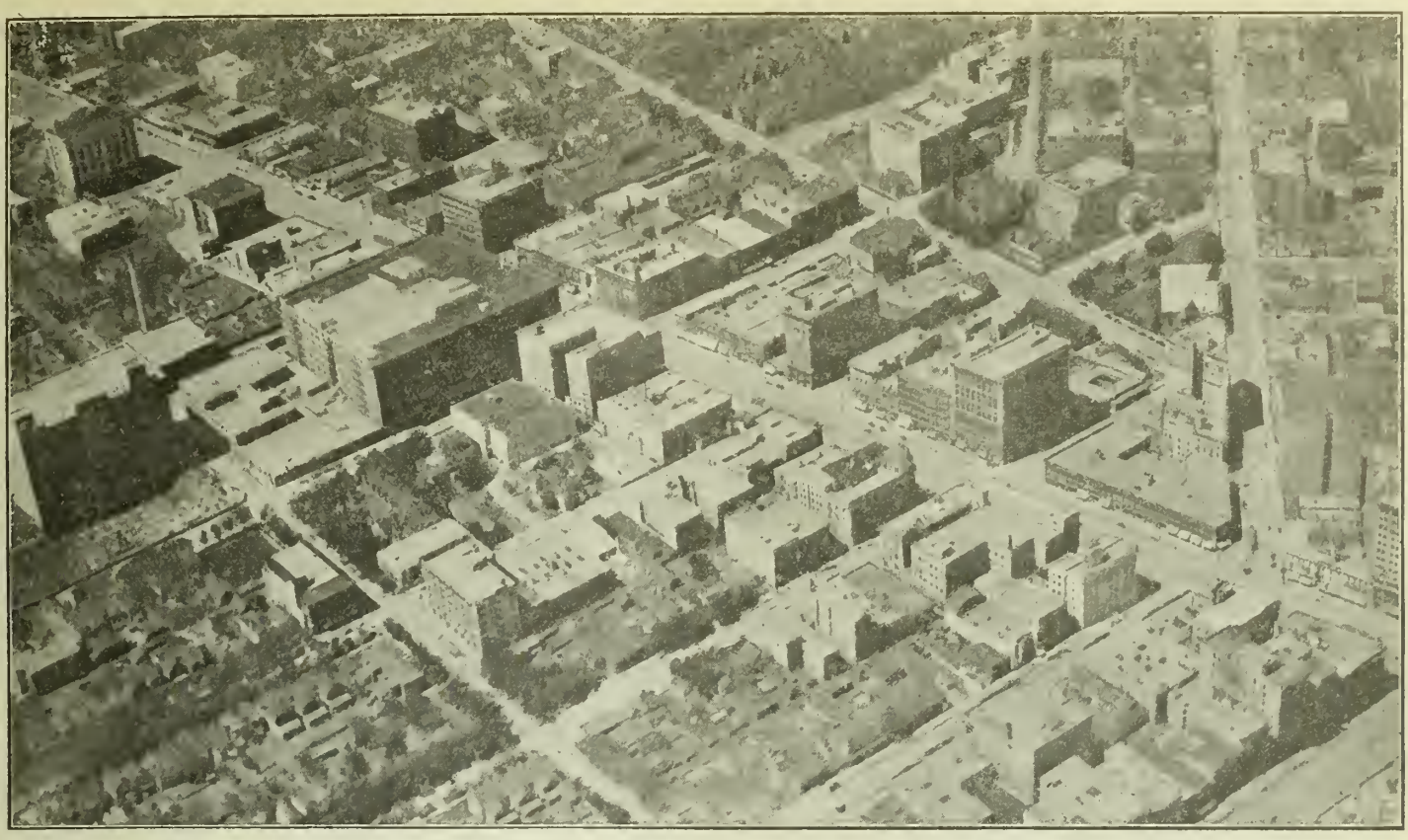
Going back to Sir Jesse. He lives in Nottingham, in probably one of the smallest houses that any man of his position occupies in England, being a very homely man. Lady Boot is a director of her husband's company.

The purchase of Boots Ltd. by the United Drug Company, which already operates in Great Britain, has thrown a scare into the drug trade of this country. The smaller retail chemists are perturbed, saying that it is extremely difficult now to fight the competition of the big English stores on an equitable basis, and that if the American combines institute price-cutting practices, it will sound the death-knell of the small chemist in London and its suburbs. Probably it will but tend to make them better, though it may weed out some of the feebly-conducted shops.

Albertan Enterprise

At the invitation of the Albertan Development Association a party of 20 manufacturers and business men left England on July 7 for a tour of Western Canada, the object of their visit being to investigate the best methods of extending trade between Great Britain and Canada. I compliment the Albertan Development Association on its big-calibre enterprise, and trust that as a consequence of seed-planting, there will spring up in the Canadian West many extensions of British factories.

(*Continued on page 444*)



WINNIPEG: Centre of Transit, By WATER, EARTH or AIR..

TWO HUNDRED YEARS AGO, La Verandrye, the first white man who ever saw the western prairies, found his way to the present site of Winnipeg by water. At the junction of the Red and Assiniboine Rivers he built a pallisade, whose name—Fort Rouge—still adheres to the best residential section of the city. From that date forward for many years the chief means of transit in the West was by water, and Winnipeg—a centre of waterways—commenced to thrive.

More than a century later the first railroad line connected Winnipeg with the East, and within a few years Winnipeg became a great railroad centre, possessing the largest individual railway yard in the world.

The development of Air Transit is almost a matter of months; but again Winnipeg has indicated its determination to become the Air Centre, as it has been the railroad and waterway centre of Western Canada. Commercial aviation is already firmly established in the West, with Winnipeg as its natural starting point and pivotal spot from which air-lines will spread.

The progressive newspaper which has kept pace with every phase of Winnipeg's development during the last 48 years—The Free Press—now ranks among the foremost six-day newspapers of the continent.

Above is shown a portion of the business district of Winnipeg, photographed from the air.

Winnipeg · Free Press

Ask Any Advertising Agency

EASTERN REPRESENTATIVE: EDGAR J. GUY
302 ROYAL BANK BUILDING · · TORONTO

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.
ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XIV, No. 9 AUGUST 1st, 1920

The Shoe Dump

Canadian shoe manufacturers are complaining that American shoes are being "dumped" on the Canadian market, though selling to the retail trade "at about standard Canadian price."

"There is, in fact a surplus of shoes now, states a recent editorial in the protectionist *Mail and Empire* of Toronto," and the trade is apparently dodging around to find how they can be distributed without breaking the market." After emphasizing the Canadian manufacturer's right to protection against dumping, this editorial goes on to say that "the fact has to be faced, however, that shoe costs, especially in the distributing end, are too high. The labor cost of shoe manufacture has not increased in anything like the same proportion as the selling price of shoes.

"If the Canadian manufacturers could find some method of compelling the marketing of their shoe at more reasonable margins for the distributors, they would have no reason to complain of American 'dumping.' Having got shoe prices up to excessive levels the trade must be expected to fight hard against reductions, but it is only by reductions that trade, once lost, can be regained. If excessive profit-taking by the distributing end is responsible, then they will have a serious responsibility toward Canadian industry."

The way to "compel marketing of their shoes at more reasonable margins for the distributors" is so apparent that it would not be necessary to urge it upon any manufacturer who was disposed to interest himself in seeing that the consumers of his product got a square deal. But even ignoring the public interest, as seems to be the custom in the shoe business, one would expect the shoe manufacturers to act in their own interests.

"Reasonable margins of profit," could quickly be forced on shoe wholesalers and retailers if the manufacturer, as is done in so many other lines, will fix a fair margin, and advertise these fair shoe prices to the public. Such a move on the part of one or more Canadian shoe manufacturers would do more to justify, in the public mind, the protection which has been afforded them, than any general propoganda advertising campaign they could undertake.

Imagine the good-will that would accrue to Canadian manufacturers of shoes if the public were advised through the press to the effect that "the best grades of shoes should be selling to the wearer at the present time at not more than $10 a pair—and that other grades should be obtainable at as low as $5. a pair. This allows a reasonable margin of profit to both wholesaler and retailer."

Or individual manufacturers could attach re-sale price tags to, or stamp a "fair price" in, every pair of shoes turned out, and the public then advised by advertisements to insist on getting shoes bearing these fair price marks.

There's more than one way it could be done, if the manufacturer wants to do it. The manufacturer cannot dodge the responsibility for excessive shoe prices so long as he neglects to deal thus frankly with the public. It is no excuse to consider the objections to such a course as insurmountable. The fixed resale price is too long established as a protective measure both to manufacturer and public to admit of any argument that it won't work. It would hurt the feelings of the avaricious distributor, but that's just what has got to be done, or the whole trade will be hurt much more seriously.

All of which reminds us that the advertising campaign which the shoe manufacturers were announced to be getting under way has yet to develop anything of importance so far as the public is concerned. Nor is it likely to amount to much unless it measures up to the requirements of the present situation.

* * *

Getting Your Money's Worth

The apparent indifference to values in advertising is a constant surprise to the student of successful advertising practice. Like charity, so many advertising expenditures are made to "support" some publication or scheme which has enlisted the "advertiser's interest; like charity, too, with the vague sort of hope that it will do some good.

The recent Canadian Industries Exhibition in London is an example. It seems that the Canadian Government, the Canadian Manufacturer's Association and numerous individual manufacturers readily gave support to this ambitions project involving an expense of many thousands of dollars without sufficient assurance that the plans of the promoter were such as to insure its success. The idea looked good, the possibilities were very inviting—and that was enough, apparently, to satisfy those who participated. The result was more than disappointing. To attempt such an ambitious and pretentious scheme and fail, creates the opposite of a good impression.

Canadian industry will undoubtedly want to be properly represented at the big Exhibition in London two years hence, and as Mr. Kirkwood pointed out in last month's MARKETING, now is the time to begin preparations for it. This sort of thing should not be left to the initiative of private promoters. Any Canadian industries exhibition in London should be under the auspices, direction and control of the Canadian Manufacturer's Association, which might well develop activities along such constructive lines.

* * *

Shifting to a Seller's Market

The past few years has seen buyers concerned about finding someone to take and fill their orders. The art of salesmanship has grown rusty while salesmen have played the role of pacifists striving to appease the wrath and ease the impatience of customers unable to get deliveries. Salesmen have grown chesty, arrogant and lazy, and sales organizations have had their efficiency seriously undermined.

But a change is taking place, gradually but surely. It won't be long, if the signs be read aright, when the acceptance of an order will no longer be considered a favor. Salesmen will once again have to seek buyers and sell. Some of them are already experiencing difficulties in persuading prospects to take the goods at the prices they are required to ask. Merchants all over the continent have had to unload to get money to meet their obligations, but fortunately not at ruinous price-reductions. They are less sure of their ability to continue selling at the high level prices have reached, and will, we believe, be found more cautious in their buying. If supply has not yet caught up with demand, prices seem to have done so, and there is more of a disposition to seek bargains than has been evident for months past.

Forward looking sales-executives will be compiling and analyzing sales records, studying the possibilities of sales extension, tightening up their contact with every desirable customer in every possible way, getting their sales force geared up for the more intense competition of the days to come. They will be planning advertising now which will strengthen them for the time consumer and dealer good-will will be needed. Those who are not studying, planning, thinking ahead are likely to find themselves high and dry when the tide goes out.

* * *

A Record of Rate Changes

There have been so many changes in advertising rates during recent months that figuring on the cost of campaigns for fall and winter advertising involves many uncertainties. So we are compiling a record of rates as effective on September 1st next, and in the August 15th issue of MARKETING will publish a condensed list of the principal Canadian daily newspapers with their rates, also latest circulation data. This should prove of considerable service to many of our readers during the next few months. Similar data for the farm journals and magazines will be compiled and published next month.

VOLUME ADVERTISING CANADIAN MAGAZINES, for APRIL-MAY-JUNE-1920

(By principle classifications. Exclusive of publisher's own advertising. Figures compiled by MARKETING)

Publication	No. of Issues	Agate Lines to Page	Autos, Accessories and Supplies.	Foods, Confections, and Beverages.	Household Supplies.	Household Equipment	Music and Instruments.	Toilet Specialties.	Wearing Apparel.	Financial, Insurance, Government, etc.	Proprietary Remedies.	Not otherwise Classified.	Total Agate Lines Advertising.
Macleans	6	700	30,783	20,539	9,781	17,977	3,544	21,517	16,466	2,721	3,611	55,381	182,320
Canadian Home Journal	3	800	6,494	19,501	6,964	8,756	3,262	13,528	14,808	168	3,541	12,908	89,930
Everywoman's World	3	800	5,054	13,485	7,121	7,075	2,899	14,244	8,266	172	5,928	19,188	83,432
Western Home Monthly	3	720	6,125	11,893	2,679	3,615	6,016	3,694	10,953	1,922	4,933	18,360	70,190
Canadian Courier	6	728	8,127	10,006	4,363	3,366	1,988	4,530	7,172	3,171	819	17,936	61,478
Canadian Magazine	3	224	4,723	8,780	1,351	3,486	672	2,170	6,560	3,336	4,026	13 115	48,228
World Wide	13	636	5,333	1,624	....	336	....	1,200	3,359	5,848	896	6,421	25,017

VOLUME ADVERTISING CANADIAN FARM PAPERS, for APRIL-MAY-JUNE-1920

(By principle classifications. Exclusive of Publisher's own advertising. Figures compiled by MARKETING).

Publication	No. of Issues.	Autos, Tractors, Accessories, Supplies.	Dairy Equipment and Supplies.	Farm Implements and Machinery.	Farm Equipment.	Seeds and Supplies.	Household and Personal Supplies.	Stock Foods and Remedies.	Trapping, Raw Furs and Ammunition.	Banks, Insurance and Government.	Classified.	Not Otherwise Classed.	Comparative Totals Com'l Advertising.	Live Stock Advertising	Proprietary Remedies.	Total Agate Lines Advertising.
Grain Growers Guide	13	42,436	8,373	26,233	33,614	4,749	47,982	4,079	3,119	20,074	16,661	25,657	232,977	16,573	2,482	252,032
Farmers Advocate (London)	13	34,540	16,442	20,908	47,959	11,501	28,235	9,447	535	9,372	2,301	12,311	193,551	36,486	786	230,823
Can. Countryman	13	38,372	13,971	16,829	10,770	9,360	39,206	5,439	1,961	7,022	63	15,713	188,705	14,572	1,124	204,401
Farmers Advocate (Winnipeg)	13	36,409	7,950	23,349	28,345	6,493	37,056	4,838	1,719	12,399	2,663	21,690	182,911	9,175	864	192,95
Nor'West Farmer	6	47,521	6,807	19,508	23,062	5,126	38,209	2,939	1,135	9,929	6,021	17,	177,880	10,315	1,759	189,954
Farm & Ranch Rev.	6	33,020	7,636	14,576	22,101	2,432	29,980	4,070	1,428	9,724	1,480	15,924	142,371	8,592	2,730	153,693
Farmers Magazine	6	32,882	6,511	15,554	27,703	4,515	25,223	2,730	352	2,618	265	7,882	126,235	15,974	26	142,478
Canadian Farm	26	14,195	8,242	8,943	17,707	1,702	24,899	4,122	14	4,381	1,332	18,721	104,2 8	10,203	7,332	121,793
Farm & Dairy	13	15,852	17,052	12,639	18,392	5,202	9,811	6,308	..	6,004	1,578	9,815	102,683	29,437	168	132,288
Maritime Farmer	6	14,799	9,308	9,644	16,686	3,366	14,3 1	4,313	534	2,993	302	3,392	9,578	5,809	3,829	89,206
Ur. Farmers Guide	11	5,277	6,946	5,097	9,214	3,522	10,350	7,271	133	5,658	3,975	6,013	63,456	5,041	56	68,553
Family Herald & Weekly Star	13	39,044	12,477	19,826	42,684	13,069	72,563	10,233	1,178	9,734	24,763	28,381	277,252	328	11, 62	288,942
Ottaw Farm. Jour.	26	32,700	11,958	15,159	31,556	9,758	49,552	9,074	2,165	4,099	27,209	35,579	228,809	6,918	15,986	251,713
Farmers' Sun	26	17,603	14,157	18,174	29,504	12,799	24,963	7,903	.	14,' 82	8,865	78,105	226,755	10,192	4,923	241,870
Farm & Home	13	21,294	7,114	9,968	25,092	15,968	23,029	9,787	3,269	4,031	11,590	43,801	174,943	2,083	2,754	179,780
Prairie Farmer	13	19,169	112	8,900	14,749	2,419	21,251	1,819	2,033	2,845	8,435	18,389	100,121	1,523	24,784	126,428
Montreal Weekly Witness	13	9,681	1,661	5,775	7,900	966	1,342	2,058	176	642	14,322	4,067	56,600	...	11,442	68,042

*Two Issues per week starting with January 21st. **Only two issues for the month of January owing to shortage of paper supply

†Includes Mid-week Market Supplement

Figures for month of June on page 444

URGES SQUARE DEAL FOR NATIONAL ADVERTISERS

Loading burden of higher publishing costs on national advertiser not good business, John Imrie tells Western Ontario dailies. Impending crisis for publishers. Organization formed.

THE next eighteen months will be the testing time for Canadian newspapers and newspaper men, John Imrie, manager of the Canadian Daily Newspapers Association warned a get-together conference of the advertising men of Western Ontario dailies a few weeks ago.

It will be a time for deep thinking and wise planning, not only individually but collectively. He predicted there will be a number of newspapers forced out of business as a result of the conditions through which they must pass but he declared those that weather the storm of the impending crisis will be better and more firmly established as a result of the trying experiences they will be forced to undergo.

The dominant factors which will contribute to the testing time for Canadian dailies he summed up in a quotation of the past, present and predicted prices of newsprint. Newsprint which is to-day costing $110 a ton will jump to $130 a ton about October 1st, he declared. These prices when contrasted with $36 a ton for newsprint in 1916, an increase of 261 per cent. will be an important factor which will contribute to the closing of some newspapers and the establishing of the others on a firmer basis. Some men who are in close touch with the newsprint situation predict that newsprint will soar to $160 and $175 a ton before next year. Coupled with this is the mounting cost of labor, which has already increased 100 per cent. over the cost in 1916 and the increased cost of postal rates by 700 per cent. in the coming period. These are compelling factors which every newspaper must face at the present time, and unless wise planning and deep thinking are resorted to both individually and collectively by newspapers there will be many dailies go under before the peak is past?

The fact that the peak of high prices will be passed by other lines of business before the peak is reached by newspapers was another threatening danger. There will be necessity for increased revenue on all dailies to meet the increased cost of production which will mean the raising of prices both to the advertiser and subscriber at a time when these people see prices coming down in practically all other lines. This will call for unusual skill and statesmanship from the management of the papers that are to achieve final victory.

Mistake to Load Burden On Foreign Advertiser

These thoughts lead to the consideration of policy. If the line of least resistance is followed—that of loading the foreign advertiser with the bulk of the increase in revenue demanded by the situation, the purpose of increased revenue will be defeated. Foreign advertising rates had already been increased 300 per cent. as compared with an increase of only 50 per cent. for local advertising and if that policy becomes general it will mean a serious diminution in foreign advertising. In this connection Mr. Imrie drew a comparison between the increases to foreign advertisers handed out by newspapers and the increases which foreign advertisers have received from Bill Board Companies.

To load the burden of advertising rates on foreign advertisers was not good business, urged Mr. Imrie. There are three sources of revenue upon which the daily newspapers depend and sound economics and business principles demand that the extra burden of cost be distributed equitably and fairly over these three sources, the foreign advertiser, the local advertiser and the subscriber.

Touching upon the cost of a newspaper as applied to the revenue from subscribers, he mentioned one outstanding case which showed that the cost of newsprint to one subscriber for one year was $9 and the newspaper only charged the subscriber $2. This was manifestly unfair to the advertising contributors to that paper's revenue.

Amazing Opportunities For Decreasing Cost

The time had come when all should realize that the increased cost of production must also be partly met by greater efficiency in management to keep down the cost, Mr. Imrie pointed out. The day of reckoning is coming for the dailies which have been reckless spenders. An intensive study of ways and means of eliminating leaks will do more than anything else to place the business on safe ground. There are amazing opportunities for decreasing cost.

J. W. Ferguson, manager of the Promotion Department of the C.D.N.A., read an address on the developing of foreign advertising, pointing out that newspapers, as a national medium, were not selling themselves at all.

Advertising agents and special representatives were undoubtedly a strong creative force, he said, but they cannot assume all the responsibilities of the publisher.

Potent a force as an advertising agent may be for the promotion of newspaper advertising, he has other interests to serve, and he cannot give that exclusive attention to daily newspapers which these interests demand. A special representative has papers on his list from widely separated and scattered areas, and does good work for his papers once the advertising appears, but he would not be warranted in spending the time, money and effort in initial creation. Therefore, it required some co-operative organization among newspaper publishers which could aid, supplement, direct and round up the creative forces that are working in their behalf.

Such an organization does not conflict with or take the place of an advertising agent or a special representative. It is supplementary and should be directly helpful to the efforts of both in the promotion of national advertising.

Selling Nationally

With a membership of 91 out of a total of 111 daily newspapers whose combined circulations of approximately 2,260,000 thoroughly covers the estimated 1,800,000 families in Canada, you can readily, he said, see that the Canadian Daily Newspapers Association is in excellent shape to give that "Service," which is expected and demanded if the daily newspapers are to maintain their supremacy as advertising mediums for nationally advertised products, and giving "Service" must be the manner by which newspaper advertising must be sold. Competitive circu-

Proofsheet No. 4.

Another Royal Suggestion

MUFFINS and POPOVERS

From the NEW ROYAL COOK BOOK

BREAKFAST is too often eaten as a duty rather than a joy The success of the day may depend upon the spirit of breakfast. The Royal Educational Department presents some breakfast dishes that will send the children to school with a hip hip hurrah and his majesty mum to his daily duties with the "up and doing" feeling which knows no discouragement.

Muffins

2 cups flour
2 teaspoons Royal Baking Powder
1 tablespoon sugar
½ teaspoon salt
1 cup milk
1 egg
1 tablespoon shortening

Sift together flour, baking powder, sugar and salt; add milk, well-beaten eggs and melted shortening; mix well. Grease muffin tins and put two tablespoons of batter into each. Bake in hot oven 20 to 25 minutes.

Eggless Muffins

2 cups flour
4 teaspoons Royal Baking Powder
2 tablespoons sugar
1 teaspoon salt
1 cup milk
2 tablespoons shortening

Mix and sift dry ingredients, add milk and melted shortening and beat until smooth. Bake in greased muffin tins in hot oven 20 to 25 minutes.

Corn Muffins

¾ cup corn meal
1¼ cups flour
4 teaspoons Royal Baking Powder
½ teaspoon salt
2 tablespoons sugar
1 cup milk
2 tablespoons shortening
1 egg

Sift together corn meal, flour, baking powder, salt and sugar, add milk, melted shortening and well-beaten egg; mix well. Grease muffin tins and drop two tablespoons of mixture into each. Bake about 35 minutes in hot oven.

Popovers

2 cups flour
½ teaspoon salt
2 eggs
2 cups milk

Sift together flour and salt. Make a well in flour, break eggs into well, add milk and stir until smooth. Pour into hot greased gem pans and bake 25 to 35 minutes in a very hot oven. If taken out of oven too soon they will fall.

ROYAL BAKING POWDER

Absolutely Pure

MADE IN CANADA

SENT FREE

New Royal Cook Book containing scores of delightful economical recipes, many of them the most famous in use today. Address ROYAL BAKING POWDER CO. 88 St. Lawrence Blvd., Montreal

"Bake with Royal and be Sure"

The Muffins and Popover Message

of the makers of Royal Baking Powder was circulated in London exclusively through the advertising columns of

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

—another instance of wise selection of a medium for exclusive advertising in this city

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices:

MONTREAL - -	E. L. McArthur - - - - -	221 St. James St.
TORONTO - - -	E. J. Guy, - - -	Room 302, Royal Bank Building
CHICAGO - - -	C. W. Wallis - -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall - - - - - - -	341 Fifth Ave.
ENGLAND - - -	Robt. Houston - -	1 Arundel St., W.C. 2, London

lations cannot be used, competitive "class," "mass" or politics have no place. It is a matter of selling markets singly and in mass and then iterating and reiterating the daily newspaper circulation coverage of Canada's population. Canada is without doubt a daily newspaper country.

Organization Formed

The conference decided to proceed with the organization of Western Ontario dailies and a further meeting for that purpose will be held in Brantford the first of September. W. B. Preston of the Brantford *Expositor* was elected provisional chairman, and T. H. Kay of the Kitchener *News-Record* provisional secretary.

A resolution was also adopted urging the adoption by all newspapers of uniform rates for both local and foreign advertising, and urging that newspapers which now have a differential rate favoring local advertisers equalize their rates as soon as possible.

❦ ❦ ❦

An extensive advertising campaign is being run by the Burlington Steel Company, Hamilton, Ont., featuring a new line of steel fence posts. The Hamilton Advertising Agency are handling the advertising, and copy will appear in the leading farm papers.

❦ ❦ ❦

The Ottawa *Journal* Dailies will issue a special educational number on August 7.

❦ ❦ ❦

The management of the *Grain Growers' Guide*, Winnipeg, Man., has announced the appointment of K. D. Ewart to the position of Assistant Advertising Manager with headquarters at Winnipeg. Mr. Ewart has been on the advertising department of the *Guide* for the past three years in charge of foreign advertising, and for the preceding three years was with the advertising department of the Winnipeg *Tribune*.

❦ ❦ ❦

The *Nor'-West Farmer* has issued a new rate card announcing a rate of 50c. a line flat, effective September 1st, on new contracts, until January 1st, 1921 when the rate advances to 60c.

❦ ❦ ❦

The Galt Brass Company, of Galt, Ont., are running a campaign in the daily papers advertising their Vitro Closet Tanks. The advertising is being handled by the Consolidated Advertising Agency, Toronto.

❦ ❦ ❦

The number of telephones in use in the City of Toronto, as at May 31st, 1920, was 88,280, of which 36,749 were business and 51,531 residential services. This represents 17.68 telephones for every hundred inhabitants. More than 300,000 directories are distributed yearly to Toronto telephone users.

❦ ❦ ❦

Kirkwood's London Letter

(*Continued from page 438*)

My Answer to Mr. Stokes

In the June number of Marketing Mr. C. W. Stokes, the pleasure of whose acquaintance I do not possess, wrote protesting against my slanging of British advertising managers. I thought I had made it clear that I was speaking of the average man, not of specific cases.

Had Mr. Stokes been present at a meeting of the Publicity Club of London held in March or April last, and heard some remarks of mine, he might have been less resentful. There and then the subject for consideration was, Is American Advertising better than British Advertising? My answer was an emphatic "yes". I admitted, very readily, that in the matter of individual performances Britain can stand in even line with anything that the United States or Canada has done—in copy, illustrations, typography, posters, and in every other expression of advertising.

But in the matter of the average, the line for Britain is decidedly lower than that for America. This is capable of easy proof, and I believe that Mr. Stokes consents to this.

When one thinks of and cites specific instances, one gets nowhere.

The fact is that advertising and agency practice and development in Great Britain, taken in the mass, are behind those of the United States and Canada. Should Mr. Stokes return to his native land with the hope of getting a good job, he would very early find that the market-price for good men, generally, not specifically, is away below that of Canada and the United States, and that less is required from and by the British advertising manager than from and by one occupying a comparable position in Canada or the United States; and where less is required, less is given.

❦ ❦ ❦

Taylor Brothers, Hamilton, Ont., are placing on the market several brands of cutlery, the first one to be advertised being the Taylor Razor. The advertising will be placed by the Hamilton Advertisers Agency.

❦ ❦ ❦

The Baker Advertising Agency, Toronto, has secured the account of Armour & Co., Hamilton.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR JUNE

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
	JUNE 1920					JUNE 1919		
Macleans	2	700	60,135	1,171	88	40,191	695	58½
Canadian Home Journal	1	800	27,376	857	35¾	25,313	150	31¾
Everywoman's World	1	800	23,846	1,853	32	19,141	1,901	26¼
Canadian Courier	2	728	20,652	336	29	16,272	546	23
Western Home Monthly	1	720	20,180	1,353	30	15,269	2,639	25
Canadian Magazine	1	221	16,132	1,323	78	13,505	421	62¼
World Wide	4	636	7,459	448	12½	4,183		6½

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR JUNE

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total	Grand Total
	JUNE 1920						JUNE 1919
Grain Growers Guide	5	720	69,154	1,221	992	71,366	xx 10,816
Farmers Advocate (Winnipeg)	5	720	55,758	2,837	528	59,123	x 46,716
Nor'West Farmer	2	720	54,117	2,200	502	57,119	54,453
Farm & Ranch Review	2	720	49,778	3,067	368	53,213	50,906
Farmers Advocate (London)	2	720	48,953	2,555	248	58,716	54,791
Canadian Countryman	4	700	46,876	1,311	173	51,693	39,126
Farmers' Magazine	2	700	37,376	9,052	94	46,522	32,829
Canadian Farm*	9	792	30,101	4,716	2,312	37,129	24,514
Farm & Dairy	4	700	29,102	8,439	56	34,597	24,618
Maritime Farmer	2	672	24,474	1,703	1,170	27,347	24,967
United Farmers Guide	5	720	18,301	422		18,723	not issued
Family Herald & Weekly Star	5	940	79,467	128	1,248	83,843	60,687
Farmers' Sun	9	2,400	63,546	4,382	1,113	69,311	not checked
Ottawa Farm Journal	9	2,432	58,350	2,977	1,211	65,538	72,024
Farm & Home	4	1,025	48,684	776	713	50,173	not checked
Free Press Prairie Farmer	5	1,180	38,268	917	8,089	47,274	23,998
Montreal Weekly Witness	5	2,400	11,544		1,298	18,842	14,891
B.C. Farmer	2	840	13,145	182	257	14,584	7,693

* Includes Mid-week Supplement. x 4 issues, xx 1 issue owing to strike.

OTTAWA

The Logical "Try-Out" City for a National Campaign

NO City in Canada possesses the same marked advantages for the Manufacturer about to advertise his product nationally as the Capital.

Many causes have contributed to make Ottawa the "City of Opportunity" for the National Advertiser.

1. The Ottawa Dailies cover every section of the Ottawa Field
2. Dailies from outside points are not in any respect competitors
3. The Ottawa Dailies carry all those features that are attracting natural advertising in the larger centres
4. Ottawa is particularly free from labour troubles. The large stable Civil Service population—a community of regular wage-earners and good spenders—is not affected by strikes and labour disputes
5. Ottawa's retail stores rank with the best in the Country. They show a peculiar willingness to co-operate in the merchandising of worthy advertised goods
6. Ottawa is the shopping centre of the prosperous Great Central Dairy Belt of Canada
7. Ottawa as the Capital city has influences which cover the whole Dominion

Many other arguments favouring Ottawa as the "Try-Out" city will be furnished gladly to any enquirer.

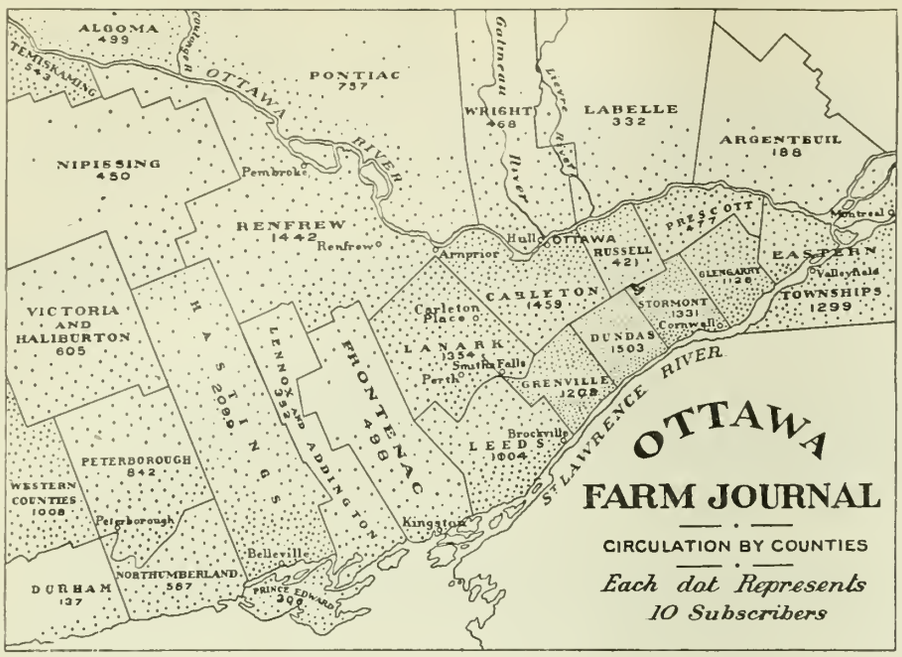
By every test it is recognized that the columns of the Ottawa Dailies are indispensable to successful marketing in this territory.

Ask Your Advertising Agent—He Knows!

The Ottawa Daily Newspapers

OTTAWA, CANADA

The Journal—Dailies ***The Citizen—Dailies***



VISUALISING

the Circulation of the

OTTAWA FARM JOURNAL

of More Than

24,000

Per Issue

In the Great Central Dairy Belt of Canada, shown above, the OTTAWA FARM JOURNAL has by nearly 6,000 a greater circulation than any other Canadian Farm Paper.

April advertising lineage in The Ottawa Farm Journal again led all Canada and exceeded that of the second farm paper by 4,553 lines.

To reach these prosperous agriculturists the Ottawa Farm Journal is the one indispensable medium.

THE

OTTAWA FARM JOURNAL

OTTAWA, CANADA

BRANCHES:—

TORONTO
J. B. Rathbone, Manager,
95 King St East

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—Fifth Avenue Bldg
CHICAGO—Peoples Gas Building
BOSTON—Old South Building

A Letter from a Sales Manager to His Men

(George H. Eberhard of San Francisco, has built up a big business on the Pacific Coast representing Eastern manufacturers. He has built an organization of salesmen. This is a typical letter.)

Doing the work you like and *liking the work you must do.*

I am susceptible to the above conflict of desire and intention and have to force my mind back in line.

Doing the work you like versus liking the work you do, is psychological—it's an attitude of mind.

It's a serious problem with the executive, for he soon learns in business that *he can't force anyone to do anything worth while.*

The executive finds it a serious problem, for he soon learns to eliminate the drinker, the loafer, the bluffer, the shirker, the pessimist, the crank—

It is comparatively easy to change the plan or system, adopt new methods or ideas—

But it's some problem worthy of a master mind to make the chap go somewhere or do something and do it with the force and enthusiasm necessary to efficiency, when he wants to do the work he likes—or something else.

Pessimism grows, courage diminishes, sorrow enters and humor dies—developed acute self pity is the usual result of the false conception matured by most men, that it's easier to do the work you like, than like the necessary work you do.

In the end, the measure of a man's success is the degree of his earnestness. If he will do his best in all undertakings—for to be earnest is to be devoted to the work in hand—he will obtain from it pleasure and profit.

Joy and happiness come from within and if you don't get them from your work you will never know what they are.

In strenuous times we must all give and take. Someone must lead—others support him. We can't be right all of the time and no one but yourself can make you dislike what you are doing.

The satisfaction in victory is the fight to win it, and remember no work is so bad or disagreeable as you think it is.

Watch yourself—smile—do the work before you to the best of your ability and we will all win. Every one who hesitates must be carried forward by a doer and there is no gain—one holdback offsets the advance of the other, and as a result two units are counted out of productive work.

And don't criticize—Help—I'm human; so are you and with enthusiastic support, I'll do better planning.

—GEORGE H. EBERHARD.

♣ ♣ ♣

Over $100,000,000 of pulp and paper was exported from Canada for the fiscal year ending March 31st, 1920. This is an increase of over $22,000,000 more than in 1919 and over $41,000,000 more than was exported in 1918.

♣ ♣ ♣

Too many of us are striving to develop the one best way of selling and advertising—endeavoring to *perfect our method.* Whereas it is a mistake to assume that selling or advertising can be reduced to any cut and dried methods.

News Items as Source of Prospects

The importance of the daily or weekly newspaper as a means of securing leads that frequently mean sales is dealt with in a very interesting manner in a recent bulletin from the Ford Motor Company to its agents throughout the country. This topic is one which does not receive the attention it deserves, and the remarks in this bulletin are so apropos to other lines of sales endeavour that they are reproduced herewith:—

"How many prospects does the average dealer line up when perusing the papers in the morning? Very few, we venture to say, though we do not for one moment intend to insinuate that this is the result of lack of enthusiasm on the part of the dealer. If anything, it is simply the result of not keeping one's eyes and ears continually alert for stimulating suggestions which are continually on hand for those who seek them.

"The daily news studied with the object of discovering sales possibilities will almost invariably yield some clue to a potential prospect, if the reader steadily keeps this point in view.

"For example, here is a brief notice stating that a Real Estate firm is about to open up a new sub-division. This means the employment of salesmen, and salesmen in these days need cars, and for this purpose there is no better car on the market than the Ford, so our wide-awake dealer will immediately list the Real Estate firm as live prospects and get on their trail.

"Again, here is a paragraph stating that a new factory intends locating in the district. It is a cinch they will need transportation, so the dealer promptly notes them down as good prospects for Ford Trucks.

"Thus it will be seen that what were formerly just more or less interesting news items will on examination be found to contain excellent sales possibilities.

"Take a freight embargo,—can any manufacturer or retailer use Ford trucks to overcome his difficulties? Shortage of power,—how about Fordson Tractors to make power units? New roads to be constructed, another opportunity for tractor sales, promotion new appointments, proposed presentation, etc., why not a Ford car sale?

"The illustrations we have given are more or less the mere routine activities of your town, but the dealer who uses his initiative when looking over the papers will find a fertile field which can be used to great advantage and with little trouble."

❦ ❦ ❦

Col. R. F. Parkinson, business manager of the Ottawa *Journal*, was delegated to go to England to accompany the visitors to the Imperial Press Conference, to be held in Ottawa the first of August.

❦ ❦ ❦

An increase of approximately $136,000,000 in the trade of the Dominion for the first three months of the fiscal year, as compared with the same period last year, is shown in the first monthly trade statement authorized by the new Minister of Customs, Hon. R. W. Wigmore. The statement, which is for the month of June, shows a total trade up to June 30th of $591,037,160. For the month of June alone the trade total reached $243,187,288, or over $77,000,000 in excess of June, 1919.

Largest Circulation in Moose Jaw

The Daily NEWS (EVENING)

The purchasing power of the people in the district covered by The News is unusually high, because they reside in one of the most favored wheat areas in the Province of Saskatchewan. National advertisers can cover this rich territory in the most effective way only by using space in Moose Jaw's ***leading evening paper, The Daily News,*** members of A.B.C.

Net paid circulation for the three months ending Sept. 30th, 1919—**6160** Total distribution—**6506**

Covers a Very Rich Wheat Area

United States Representatives:

DAVID J. RANDALL
341 Fifth Ave., NEW YORK, N.Y.

A. R. KEATOR
1411 Hartford Bldg., CHICAGO, ILL.

Over 14,200 Circulation Among the Farm Homes of the West at a Cost of 3½c. Per Line.

This is What

THE ALBERTA FARMER

largest and fastest growing weekly farm publication west of Winnipeg, offers its advertisers. Where the daily paper cannot serve on account of distance and mail service,

The Alberta Farmer

numbers its subscribers. It gives the week's news, supplies the farmer with reliable live stock and grain market reports, furnishes him with free advice through its various departments, and in addition publishes a great variety of special articles and features that interest, educate and appeal to his entire family. IT CARRIES INFLUENCE, AND IS READ THOROUGHLY.

The Alberta farmer is now planning the purchase of those luxuries and necessities he will be making this fall. Reach him through the logical medium—his home paper—

The Alberta Farmer

Circulation Has Doubled

Advertising Has Trebled, in Two Years---

There's a Reason

Write to-day for our rate card, detailed sworn circulation statement, and full information regarding the rich field covered.

The HERALD PUBLISHING COMPANY, Ltd.
CALGARY, CANADA

Representatives for Eastern Canada:
EDGAR J. GUY, Royal Bank Building, Toronto, Ont.

Representatives for United States:

HENRY DE CLERQUE
800 Mallers Bldg.
Chicago, Ill.

L. KLEBAHN
1 West 34th St.
New York, N.Y.

There's Money in Kingston

Times are good in that city

Over 2,000 autos and trucks have been registered so far this year.

The people have the money to spend and will buy your product, Mr. Manufacturer, if you tell them about it.

And you can tell them at reasonable cost by using the advertising columns of The Daily British Whig, the

Only A.B.C. paper in Kingston

It goes into over 84% of all the homes in the city.

Pure Foods and Drugs Get Protection

Mixtures, Imitations or Substitutes must be plainly and correctly labelled as such, and avoid use of "Pure" or "Genuine" or equivalent words. Food mis-branded if not so labelled as to indicate real character.

THE Food and Drugs Act, 1920, as amended and now on the statute books of the Dominion calls for study on the part of every packer of foods or drugs, pure or otherwise. Food as defined by this Act includes every article used for food or drink by man, and every ingredient intended for mixing with the food or drink of man for any purpose whatever. Drug includes all medicines for internal or external use for man or animal.

Food is deemed to be *adulterated* within the meaning of the Act,

(a) if any substance has been mixed with it so as to reduce or lower or injuriously affect its quality or strngth;

(b) if any inferior or cheaper substance has been substituted wholly or in part for the article;

(c) if any valuable constituent of the article has been wholly or in part abstracted;

(d) if it consists wholly or in part of any diseased or putrid or rotten animal or vegetable substance, whether manufactured or not;

(e) if it is obtained from a diseased animal, or from an animal fed upon unwholesome food;

(f) if it contains any added poisonous ingredient, or any ingredient which may render it injurious to the health of the person consuming it, whether added with intent or otherwise; or,

(g) if its strength or purity falls below the standard, or its constituents are present in quantity not within the limits of variability fixed by the Governor in Council as provided by the Act.

Drugs are deemed adulterated if their strength, quality or purity falls below the professed standard under which they are sold, or if, when offered or exposed for sale or by a name found in any generally recognized work on materia medica or drugs, it differs from the standard of strength, quality or purity laid down therein.

Unless a drug is sold in such a manner as plainly to indicate that its quality is to be judged by an authority other than the British Pharmacopoeia, and such authority is named, it shall be deemed to be adulterated unless it conforms to the standard of strength, quality and purity for such drugs as these are defined by the latest edition of the British Pharmacopoeia.

Food is deemed to be *misbranded* within the meaning of this Act,—

(a) if it is an imitation of, or substitute for, or resembles in a manner likely to deceive, another article of food or drug under the name of which it is sold or offered or exposed for sale and is not plainly and conspicuously labelled so as to indicate its true character;

(b) if it is stated to be the product of a place or country of which it is not truly a product;

(c) if it is sold or offered for sale by a name which belongs to another article;

(d) if it is so colored or coated or powdered or polished that damage is concealed, or if it is made to appear better or of greater value than it really is;

(e) if false or exaggerated claims are made for it upon the label or otherwise;

(f) if in package form, sealed by the manufacturer or producer, and bearing his name and address, the contents of each package are not conspicuously and correctly stated within limits of variability to be fixed by regulations as in this Act provided, in terms of weight, measure or number, upon the outside of the package; provided that this subsection shall not apply to packages the weight of which including the package and contents is under two ounces; provided also that nothing in this section shall be taken to require the statement of weight, measure or number upon containers or packages of standard size as provided by orders of the Governor in Council under The Meat and Canned Foods Act, and provided further that the Governor in Council may make regulations deferring the operation of this subsection, in whole or in part, for such period as he may prescribe up to the first day of July, 1923.

(g) if sold as a compound, mixture, imitation or substitute, it is not labelled in accordance with the requirements of this Act;

(h) if the package containing it, or the label on the package, bears any statement, design or device regarding the ingredients or the substances contained therein, which statement, design or device is false or misleading in any particular; or,

(i) if the package containing it, or the label on the package, bears the name of an individual or of a company, claimed to be the manufacturer or producer of the article, which individual or company is fictitious or non-existent.

Every article of food which is a compound, mixture, imitation or substitute shall be plainly and correctly labelled as such; and the words "pure" or "genuine" or words equivalent to these terms, shall not be used on the labels or in connection with such articles, and such articles shall be so packed, marked or labelled as not to be likely to deceive any person with respect to their true nature.

Section (e) above quoted will undoubtedly be interpreted to cover claims made in published advertisements, as it seems intended to do. Section (f) specifically exempts chocolate bars, chewing gum, etc. from this requirement.

The Act gives the Government power to prevent unscrupulous manufacturers from copying the labels of established brands. The Government may "require a label to be attached to any article of food or drug designed to prevent the public or the purchaser being deceived

or misled as to the character, strength, quality or quantity of the article."

"Every person who by himself or his agent or employee manufactures for sale, sells, offers for sale or exposes for sale, any article of food or any drug which is adulterated or misbranded, shall be guilty of an offence" and if such adulteration is deemed injurious to health is liable to a fine not exceeding two hundred dollars and not less than fifty dollars for a first offence, or to imprisonment for any term not exceeding three months, or to both fine and imprisonment; and for each subsequent offence to a fine not exceeding five hundred dollars and not less than fifty, or to imprisonment for not more than six months, or to both fine and imprisonment. If the adulteration is not deemed injurious to health, or for misbranding, the maximum fine for a first offence is one hundred dollars, and not more than two hundred dollars for each subsequent offence, or imprisonment, or both fine and imprisonment. In all cases where the adulteration is proved to have been wilful the penalties are doubled.

All reputable manufacturers will welcome the rigid enforcement of this Act as a protection to them as well as to the public. It will be interesting to see whether, in practice, light weights, misleading labels and advertising claims, substitutes and imitations are effectually curbed.

* * *

The Atlantic *Leader* is issuing a Rotogravure section, the advertising rate in which is 25c. a line.

* * *

What is claimed to be the first aeroplane delivery service in Canada was inaugurated on June 4th last by the Brandram-Henderson Company, of Montreal. Since that time a regular semi-weekly service has been carried on between Montreal and Sherbrooke, Three Rivers and other points in the Montreal district. It is understood that the Company intends to inaugurate similar services covering other sections of Canada.

* * *

The Live Stock Department of *Nor'-West Farmer*, Winnipeg, has been strengthened by the addition of Dr. R. A. McLoughry, Veterinary Surgeon, who has been practising at Moosomin for the past fifteen years. Arrangements are being made to have the *Nor'-West Farmer* represented at all farmers' and breeders' sales, fairs or exhibitions of any importance held in Western Canada.

* * *

A new advertising agency is being opened in Halifax, N.S., by Frederick Beecher Edwards.

* * *

Mr. J. B. Rathbone, of Toronto, and Wallace C. Richardson, of New York, representing the *Nor'-West Farmer*, of Winnipeg, in company with Mr. O. A. Cohagan, Advertising Manager, have just completed a trip through the Canadian West, visiting the important centres in the three Prairie Provinces. They report that crops are looking splendid and indications are that the West will come through with its usual funds for the large purchases required by the large farming population in that section.

The Brantford EXPOSITOR

in a field by itself

Published in Brantford, a thriving city of 35,000 people, with an annual payroll of over $10,000,000—the centre of a grading district of 100,000 population, comprising many towns and villages, and an exceptionally prosperous agricultural community.

A.B.C. Circulation, 10,225

The EXPOSITOR is read in practically every home in Brantford, and in a surprisingly large percentage of the homes in the counties of Brant, Norfolk, Oxford, Haldimand and Wentworth—the very *core* of Canada's industrial area.

And—the EXPOSITOR *dominates* its field.

Can you afford to overlook this great daily when making up your appropriation.

The only daily newspaper published in the counties of Brant and Norfolk

Established 1852

If you are planning an advertising campaign for the Province of Ontario you will of course include the twenty-four city dailies, one of which is

The Galt Daily Reporter

(Member of A.B.C.)

The REPORTER thoroughly covers the city of Galt, the town of Preston and Hespeler and the surrounding rural districts.

Information with regard to the advisibility of including this territory may be obtained from your nearest agency or direct from us.

GALT REPORTER LTD.

GALT, - - - ONTARIO

Opportunity for Advertising Man

We have an opening for a young man who is or can develop into a good advertising agency service man. We want someone who can write good advertising copy and who also has the ability to handle contact with clients.

There is a permanent position and a splendid future with us for the man who can qualify. Only those seeking a permanent place should apply. Give full particulars and state salary desired in your letter. All replies treated confidentially.

Box 5 Marketing

The Next Issue of

Marketing

will contain correct up-to-date rates and latest circulation figures of the principle Canadian daily newspapers. Extra copies should be ordered in advance.

KITCHENER

Is a City of Home Owners

Nearly eighty per cent. of the citizens own their own homes, and these homes are of an unusually high standard. The construction of frame houses is not allowed in the city, and practically all the houses are of brick or brick veneer. There is no such thing as a "Poor Section" in this city. The people are thrifty, industrious and prosperous. They have the money and are able to buy what they want, BUT THEY "MUST BE SHOWN." The Daily Record dominates this field of discriminating buyers, and carefully planned advertising in The Record will bring big results.

The only A.B.C. paper in Kitchener

THE DAILY RECORD

Kitchener, Ont. Rates from any recognized agency

When You Raise Stick To It

(By an Advertising Manager)

The editorial in the last number of MARKETING on "Rate Changes at Regular Intervals" interests me as a bit of common sense, in the midst of a mass of inexperienced advice and gratuitous suggestion to publishers as to the manner in which they should meet the new conditions.

Advice is cheap to give, and sometimes cheaper to get. A great many people interested in advertising, either as buyers or agencies, seem to have many perfectly good suggestions as to what the publisher ought to do when he is faced with paper at $110 to $120 and linotype operators at from $45 a week up. Were it not that a few publishers have been acting "a bit panicky" as you say, I should declare that the man who has to meet these new expenses is the man who can best decide how, and with what, he shall meet them.

There has been a tendency for some publishers to fly off at a tangent when a new production cost hits them. Their action has only shown in more bold and advantageous relief those who have been cool and deliberate in their actions. Other publishers have been accepting renewals at old rates after new rates have supposedly gone into effect, or have continued to run space on old contracts after they have expired. Such publishers thus encourage the advertiser or agency to beat their own rate card.

Advertising to-day is being sold nearer to a cost of production basis than ever before. Every time a rate is broken or a concession granted, an unfair load is thrust upon the advertiser or agencywho plays fair and places his business at the publisher's advertised rate and does not resort to "dark alley" tactics.

Advertisers and agencies do not seem to resent the action of some publishers in making these "dark alley" arrangements. The belief seems to be cherished by them that at some time or in some place they will be favored by some back door arrangement. The greatest assurance that an advertiser can ask for himself, or an agency can ask for its clients, is that every advertiser should receive the same favors under the same conditions. Yet this is the one question that agencies and advertisers do not ask.

By all means, urge publishers to adopt some time in the year as the date of rate changes. The paper manufacturers have January 1st, April 1st, July 1st and October 1st as the dates on which paper prices are boosted. Why should not the publishers pick all or any of these dates for rate increases?

And when rate increases are announced let the publishers, like the paper manufacturers, stick to them. The advertiser and agency deserve this assurance from every publisher. It concerns them more than the actual rate the publisher fixes.

* * *

Increased Cost of Agency Service

Dear MARKETING:—

Your editorial in July issue criticizing advertising agencies for advocating increased commissions is written with insufficient information. Operating costs have increased for agencies as well as for other lines of business, but the increased cost of space on which commissions are paid does not help much. Here is the reason why. Advertisers are finding the cost of doing business, and especially the cost of doing advertising, has increased so much that they are nosing around for chances to cut down expenses and instead of increasing their appropriations, they are reducing their space and economizing in the amount they spend for advertising. In cases where they apparently use larger space, it is because they concentrate in fewer mediums. The increased cost of agency service finds no remedy, except in increased commissions. The securing of new accounts does not materially alter the case, as the ratio between cost and profit remains the same. This condition is bound to affect the agencies still more in the future than it has in the past, and an increase of commissions to a general average basis of about 20% in the class A papers and 25% in the others, seems to be the logical solution.

E. STERLING DEAN ADVERTISING AGENCY.

Toronto, July 8th, 1920.

The Most Populous, Productive and Prosperous Province in the Dominion

Prince Edward Island is the most thickly settled, and one of the most productive of the provinces of Canada. The population has no foreign element in it whatever, being of pure, Scottish, Irish, English and Acadian stock. They are the most progressive and enterprising tillers of the soil, and have made such a tremendous success of dairy farming and pork production, that Prince Edward Island is known as the "Denmark of Canada."

Wealth per capita, $1,271 Wealth per family, $6,370

The Charlottetown Guardian

Covers Prince Edward Island like the dew

J. R. BURNETT, *Editor and Publisher*

MEMBER A.B.C. *Standard rate card*

What is Around the Corner?

Unless all signs fail, it is only a matter of time till conditions change from a buyer's to a seller's market.

That very situation may confront us sooner than we realize. Has our success in a buyer's market made us forget the merchants who have been selling for us? Will they stand with us or will they go over to our competitors?

"I have been buying stoves from the . . . for years, but as soon as I can get any others I will never sell another of their stoves as long as I am in business," writes a merchant to *Hardware and Metal* recently.

The reason for this dissatisfaction is lack of appreciation of the merchant's difficulties. He is doing his best to satisfy customers, putting them off with excuses—Why do you not tell him the real situation through his business paper? Show him what you are doing—Tell him of your plans. Take him into your confidence with the real reasons why you cannot fill his orders.

The chances are ten to one that if he knew what you are up against, he would be satisfied and remain your customer in a seller's market.

Webster H. Taylor, formerly with the J. J. Gibbons agency, has been elected a vice-president of the Campbell-Ewald Co. in charge of the Chicago office.

F. M. Hahn has left the Channell Chemical Co. whose advertising manager he has been for several years past.

The *Standard*, of St. John, N.B. has been purchased by H. V. MacKinnon, who has been Business Manager of the paper for some years.

A good example of the way in which the confectionery trade has been expanding by leaps and bounds during the last years is found in the case of Willards Chocolates, Limited. In the year ending April 30th, 1914, the sales of this Company were $192,510, and evidencing a steady growth until 1918, with sales of $501,120. In year ending April 30th, 1919, sales were $1,339,977, and for the year ending April 30th, 1920, $2,783,637. This Company has recently embarked in the manufacture of ice cream as well, striking full page advertisements in this connection appearing in Toronto and surrounding dailies. A new stock issue is being placed by Dominion Securities Corporation.

Dalton Bros., Toronto, are running a small campaign featuring orangeade and lemonade in a restricted number of newspapers in Canada. This company is planning a campaign on coffee and spices for Fall, which will start in September. A. H. Maclauchlan, Toronto, is handling the advertising.

E. L. Ruddy Company, Limited, Toronto, are now located in their new building on Spadina Avenue.

Signs of Progress---

Signs that show the constant endeavor of The COURIER to give its readers the very best service possible, are in evidence on every hand. Here are four of the latest:—

An illustrated department for the encouragement of high-grade moving pictures.

Better Homes—edited by Col. Walter Moorehouse, one of Canada's cleverest architects and writers. This department will deal with every phase of home building.

A Better Town Movement—introduced by Brig.-Gen. Mitchell, Dean of Toronto University, and during the war head of the Intelligence Dept. of the Canadian Army.

Miss Charity Mitchell's Shopping Service will be broadened to include a purchasing department for small town buyers.

We have many more similar innovations planned to interest our readers. They are showing lively signs of appreciation, which you can cash in on, by using adequate space in The COURIER to drive home your message regarding your goods or service.

CANADIAN
COURIER

Membership A.B.C. from the beginning

181 Simcoe St. - - TORONTO

MOTORING

Has the Circulation,

in its field:

—the motoring trades of Canada—the auto and accessory dealers, the garage man, the repair man and the expert mechanics in garages.

Circulation: 3,200

Of which 3,125 was paid in Advance subscriptions from men in the trade.

THESE FACTS ALONE WARRANT ANY ACCESSORY MAKER OR DEALER PUTTING THIS PAPER IN FIRST PLACE ON THEIR ADVERTISING APPROPRIATION

Never forget the fact that the men in the trade influences 80% of the sales of all tires and accessories

The COMMERCIAL PRESS Limited

51 Wellington W., TORONTO

The Canadian Manufacturer
The Canadian Hardware Journal
The Canadian Furniture World
The Retail Grocer and Provisioner
Motoring
The Canadian Builder
The Retail Druggist
The Electrical Dealer and Contractor

WHY IS IT THAT A PREPONDERANCE OF Canadian publishers are A.B.C. members ?

Because they know that when they present advertisers with an A.B.C. report, they have removed the last doubt of the accuracy of their circulation statements.

It is good business for them to be members of the Bureau, just as it is good business for the advertiser to give preference to A.B.C. publications.

Audit Bureau of Circulations
202 S. State St. CHICAGO

In Quebec

From the Corner
Grocery to the Departmental
Store---
"We are Glad to
See Advertising in *Your* Paper"

The Telegraph ALWAYS

Prominent British Agent Visits Toronto

Some of the friends of Ben Bramble of the Canadian Chewing Gum Co. Ltd. are thanking him for the privilege of meeting W. S. Crawford, one of the most progressive advertising service agents in London, England, who was a visitor to Toronto over the week-end of July 10-12.

Mr. Crawford came to Toronto on his way to Quebec to catch the steamer to England after a month's visit in advertising circles in the United States, and while here was Mr. Bramble's guest. Desiring to meet representative specimens of the local advertising fraternity friend Bramble rounded up a limited but varied assortment, and we had a quiet, informal and very interesting talk-fest and luncheon together. Mr. Crawford described his impressions of the United States, and was most enthusiastic and unreserved in his appreciation of advertising methods as practised on this continent, especially the advanced methods employed by advertising agencies. He also gave many interesting details of advertising procedure in England in answer to questions from those present. He hopes to make another trip to Canada and the United States next year with a party of British advertising men, and is assured a hearty welcome in Toronto. He is what we best describe as a "live wire," and one is not surprised to learn that he handles the advertising of many of the largest advertisers in Great Britain, including the British advertising of numerous American firms.

Among those who met Mr. Crawford on this occasion were: W. M. Mackay of Lever Bros., F. W. Hunt of Massey-Harris Co., W. G. Steward, of Goodyear Tire & Rubber Co. of Canada, Clifford Elvins, of the Imperial Life Assurance Co., J. R. Kirkpatrick, of E. W. Gillett Co., W. T. Gregory of The Cowan Co., W. G. Rook of Can. H. W. Gossard Co., R. A. Baker of Baker Advertising Agency, H. V. Tyrrell of Maclean Publishing Co. and the editor of MARKETING.

* * *

William Dennis, the Man

The life story of William Dennis is the story of a man who rose through his own efforts from poverty to the highest successes in journalism and to recognized leadership in statecraft.

Senator Dennis was one of Canada's foremost citizens; a man to whom Halifax and Nova Scotia were deeply indebted for their conspicuous progress in recent years; a builder in local, national and international journalism; and, above all, an exemplar in every relation of business and home life.

For several years past his labors have been greatly lightened by the assistance as general manager of his nephew, William H. Dennis, who may be confidently relied upon to carry on to still greater achievements the Halifax *Herald* and *Evening Mail*.—*Fourth Estate.*

* * *

The Canadian Raybestos Company, a branch of the Raybestos Company, Bridgeport, Conn., manufacturers of Brake Lining, will place some advertising in Canadian farm journals through the C. G. Sucks Agency, New York.

New President Necessary

Charles A. Otis of Cleveland who was elected president of the Associated Advertising Clubs of the World at the Indianapolis Convention, has apparently found that the position will make too great demands on his time, and has notified the officers of the organization that he will be unable to serve. Members of the executive committee have been called to a meeting to select a successor, as provided by the constitution and by-laws.

Thornton Purkis is opening an office in Montreal on August 1st, under the direction of Arthur M. Griffith.

General Motors, Limited, are reported to be planning to advertise the Samson Tractor in Canada, the farm papers being used at the start. The campaign is slated to begin very shortly.

A settlement of the newsprint problem which has occupied the attention of so many publishers of late months was brought within the last two or three weeks. Both the newsprint mills and the publishers were represented at a conference held with Sir Robert Borden, who urged that the contending parties reach a mutually satisfactory agreement between themselves, rather than to allow the question to be settled by legislative enactment.

As a result the J. R. Booth Company will supply one-half of the quantity the Fort Francis mills refused to supply, the other mills making up the difference. Prices will vary according to the source of supply, some publishers will pay only $100 per ton, while some of the Western papers will have to pay as high as $150 per ton. It is expected that the Western publishers will agree to pool the freight rates, since all the supply will have to come from the East.

The dog days are at hand, as evidenced by signs which the advertising solicitor meets on every hand. It is quite the usual thing to make several calls only to find that the men it is desired to see are away in the woods or on the streams or lakes, pursuing the wily fish, or otherwise disporting themselves as advertising men can when afforded a little relief from the strain of the hectic existence they lead in working hours.

Jason Rogers, well-known as the editor of the New York "*Daily Globe*" is an out-and-out advocate of the restriction of the size of the big city dailies. He is urging country publishers to write their congressmen suggesting legislation to this end. Mr. Rogers states that 12,000 country newspapers use 32,000 tons of newsprint annually, while one large Sunday newspaper Chicago uses 40,000 tons annually. No wonder Canadian pulp is in demand; but in the face of these facts, it is up to Canadians to look after their own paper requirements first. Charity begins at home.

As long as business lasts and the distribution of merchandise is a necessity, new methods of selling goods, of displaying them and of making them serve the consumer, will be discovered

ST. THOMAS

with its 20,000 prosperous people is thoroughly covered by THE TIMES-JOURNAL, which enters 95 in every 100 city homes.

Moreover, eighteen nearby towns and villages are without a daily newspaper of their own. THE TIMES-JOURNAL covers these towns and their environs with a service equal in promptness and thoroughness to that given in metropolitan centres.

Over 5,000 copies daily are distributed to outside points.

Naturally THE TIMES-JOURNAL is the only newspaper which will effectively carry your message to the buyers of this favored section of Ontario. Can you afford to overlook such a medium when considering your advertising plans and sales possibilities.

TIMES-JOURNAL

ST. THOMAS - - *Member A.B.C.* - - **ONT.**

A.B.C. audited circulation—9,000 plus

The Maritimes offer an Ever Interested Market

The busy Maritimes pursuing the progressive though even tenor of their ways ever prove the bright spot in this wide Dominion. Hence you'll always find it to be worth while to cultivate the business acquaintance of its citizens.

New Brunswick is particularly easy because things business seems to radiate from St. John.

The Daily Telegraph
and
The Evening Times-Star

The strong combination of live dailies represented above can quickly reach and at the right time the thinking people of the province including as it does some 29,000 homes in its daily circulation and at a 6c. per line rate *at present*.

The Daily Telegraph—The Times-Star

Morning St. John Evening

The ONLY A.B.C. Papers in New Brunswick

Printing of Character

has Built up our Business and we are producing Sales Literature and other Printed Matter regularly

for 22 *of the*

Largest Industrial and Commercial Concerns in Canada.

We are still Growing.

West Toronto Printing House

HENDERSON & GALBRAITH, Props.
1945 ST. CLAIR AVE. TORONTO

Newspaper Suspensions

The reduction in the number of daily newspapers by suspensions, absorptions and amalgamations, is not alone due to higher paper and other costs, but to changing conditions in the newspaper business, and is likely to continue, for we are entering upon most critical times for them.

The main supply of world-wide news is now furnished by the Associated Press and several other news-gathering services. Exactly the same general, and much of the local, news appears in every daily newspaper in Canada. The same condition exists in the advertising columns. This standardization of news and advertising service is likely to go on steadily improving, and the publication of more than one good morning or evening paper in a centre is becoming very much of a wasteful duplication of effort. A good daily paper, even in the smallest centres, is well worth, and should be sold for five cents, and a family should be content with one.

Rural weeklies, national weeklies and periodicals are in a different class. Their contents are entirely original. That is, they do not appear in any other publication. They are becoming increasingly more expensive to produce. The reading matter in a single issue of a leading Canadian magazine costs more than eight to ten times the whole reading contents in a leading daily paper.

The *Free Press*, Forest, Ontario, refers to the passing out, because of increased costs within the last few years, of eight of the fifteen newspapers published in Lambton County. This will be regretted by those who know country life in Canada. A rural weekly and small city daily is more of a public institution than a money-making enterprise. There are few editors of rural and smaller daily papers who are not underpaid, self-sacrificing public servants. They give more to than they get from their communities, and when they are leaders, as so many are, commanding respect and confidence, their papers are a great power. *The Financial Post* is in cordial sympathy with the action of Parliament in continuing to—in spite of the opposition of the big city dailies for whom R. L. Richardson, M.P., spoke—to transport rural weeklies free of charge in their local districts. Another phase of good work these local papers do is to keep those who go out into the world, to the big centres and foreign parts, in touch with their old homes. For that reason we would also favor carrying copies of rural papers going to these subscribers free of postage. This is really a great national service, a good investment for the country. There are few men or women who do not hope to go back to and do something for the old home. If the world treats them well they want to share the good things with the schools, churches and institutions in their old homes. Many of them do.

Translations

"The Largest French printing house under British Flag"

English To French

IF you are seriously contemplating the translation of your English literature into French, have it done by some one able to give proper and effective translation.

This also applies to your French printing—we can do both properly—all work entrusted to us, guaranteed.

We handle translations and French printing for several of the largest houses in Ontario and Quebec.

"La Patrie" Pub. Co.
Limited
JOB PRINTING DEPT.
Montreal, : Canada

Position Wanted

Sales have continuously increased during my past four year's experience as Sales and Advertising man for a nationally advertised product. Have recently successfully introduced a new commodity.

Have an understanding of merchandising and of getting the selling ideas. Am able to sketch illustrations and layouts. Can handle copy and correspondence. Willing to learn and not afraid of work.

Can give good references. Not particular as to location but congenial surroundings are necessary. Am single and twenty-nine years of age. Would like connection with a growing concern. Salary on a percentage basis preferred.

Have you an interesting proposition?

Box 7 Marketing

Commercial Artist Wanted

We have an opening for a good artist. Must be a first-class figure man. An artist who can do all classes of work preferred. Unless you are able to do good work do not apply. We will pay a good salary and give a permanent position to the man that suits.

Write giving full particulars and interview will be arranged. All replies treated confidentially.

Box 6 Marketing

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

These generous thoughts can be best retained by keeping them constantly in touch with the doings at home. There is only one way—the local newspaper. No matter how busy we are we make time to read that, if it comes to us. At one time these papers were carried free to any subscriber in Canada or in the United States, but Dr. Coulter dropped this very soon after his advent to the Deputy Postmaster-Generalship. It was a very serious mistake. Thousands of Canadians were cut off who have never since regained touch.

We submit these facts to Parliament with the suggestion that they, the M.P's, seriously consider whether—as a good business proposition—we should not permit these rural weekly and smaller dailies an unlimited free postal area. The investment will be trifling and the return to the nation very profitable.—*Financial Post.*

The Railway Association of Canada is running a series of advertisements in newspapers and other publications in support of the application of the Canadian railways for permission to increase freight rates. The advertising is being handled by the S. S. Bowman Co., advertising agents, Montreal.

Westco Pumps Ltd., Toronto is advertising the "Westco" Tankless Water System in a selected list of publications, through the James Fisher Co. advertising agency.

"Jersey Creme" Beverages are being advertised in Toronto dailies, the copy being prepared by the Advertising Service Co.

The Winnipeg *Telegram* and *Farmers Telegram* have been dropped from membership in the Audit Bureau of Circulation, owing to failure to keep records adequate for an audit.

The Calgary *Herald* has raised its circulation rate to $8.00 per year by mail, 25c. per week delivered by carrier. This change went into effect with June 11th last.

Covering British Columbia's Rural Field with One Medium

Containing a population of 89,000 (farmers and their families), is now possible for national advertisers through *Farm and Home* which is the only Agricultural weekly in B.C.

Every Post Office in B.C. is covered by our subscription list.

The circulation of *Farm and Home* is over 20,000 paid and constantly growing. An A.B.C. audit is expected in the near future. Advertising rate, 15 cents per agate line.

For further particulars apply to the Advertising Manager.

FARM AND HOME

137 Tender St. West Vancouver, British Columbia

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
185 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

TO SECURE THE MOST FAVORABLE FIRST IMPRESSION

USE TWO-FOLD LETTER HEADS

The business man who receives a two-fold letter head is at once struck by its all-round superiority to the great mass of letters which his daily mail contains. This at once puts him in a favorable attitude to ward the message the two-fold letter head bears.

TORONTO ENVELOPE CO's two-fold letter heads are proven business producers, as many big business houses know by experience.

Your printer will get them for you, with envelopes to match.

When ordering them from him, ask him if he is getting our little folder, "Quality and Service." He will welcome it each month, we are sure. Indirectly it will benefit you as well.

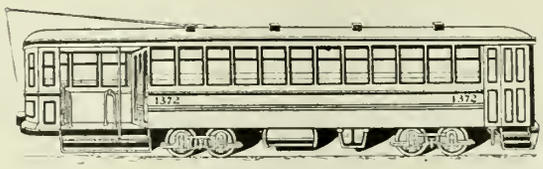
TORONTO ENVELOPE CO. Limited

119 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY

"GIBBONS KNOWS ADVERTISING"
MONTREAL TORONTO WINNIPEG

This Salesman
—Never Eats
—Never Sleeps



—Works Hardest
—Costs Least
—Accomplishes Most

Tell Your Story in Color by Street Car Advertising

Color has an irrestible appeal for the average person. When used judiciously in connection with an advertisement it adds greatly to the effectiveness of the message.

This is particularly true when it is used on a street car card. The latter has "preferred position" no matter where placed; add the color effect, and it simply cannot be missed.

Color effectiveness in 11 in. x 21 in. space, plus enormous combined circulation in the 56 street car systems throughout Canada controlled by us, plus low cost, make street car advertising the best **value** in the advertising field.

That national advertisers concur in this statement is evidenced by the growing "waiting list" of firms we are temporarily unable to accommodate with a partial or a complete service.

If you have not yet used street car advertising, we suggest that you allow us to advise you how, and in what centres, we can serve you. The sooner, the better.

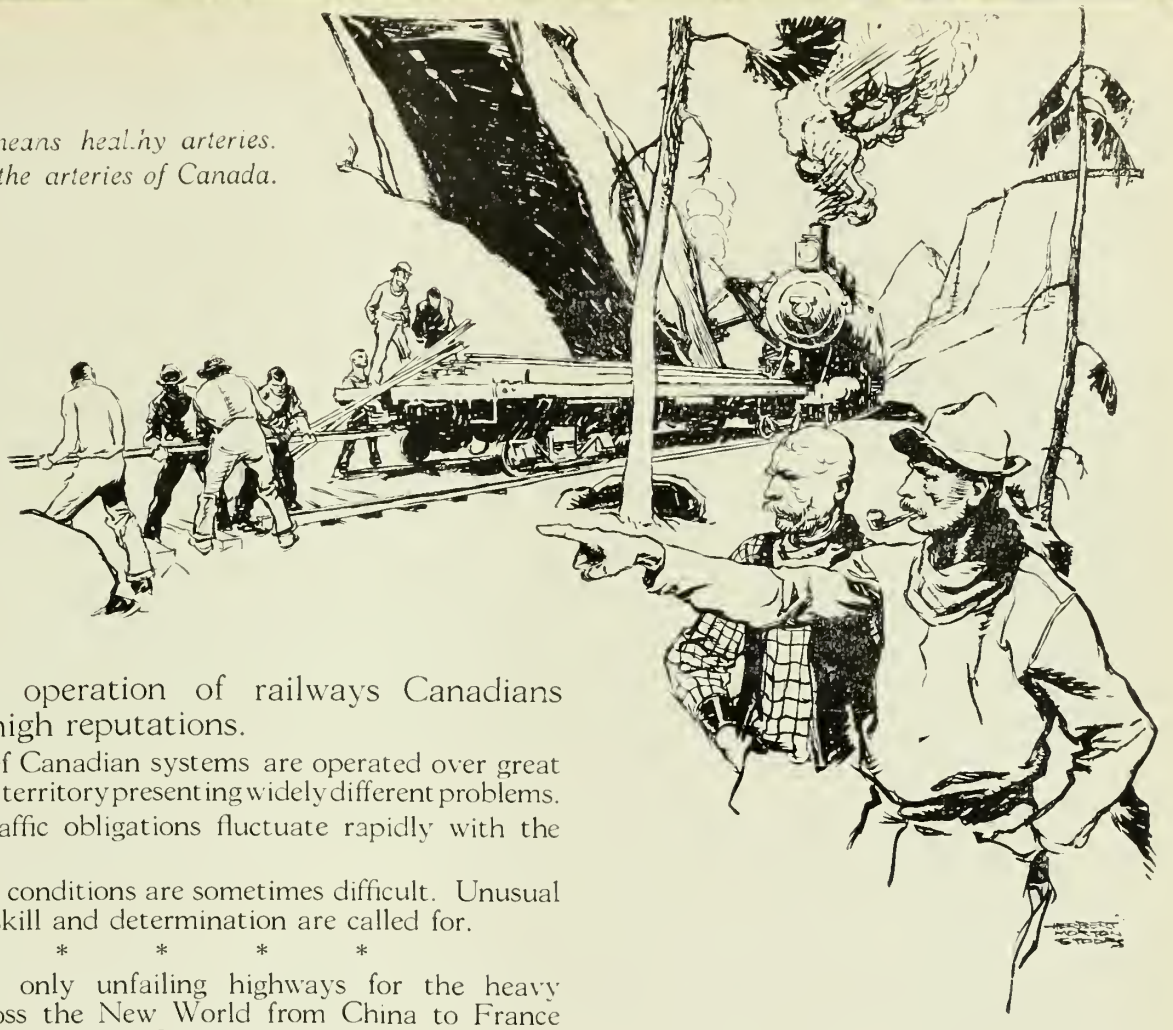
The Canadian Street Car Advertising Co., Ltd.

TORONTO OFFICE
TEMPLE BLDG.

EXECUTIVE OFFICE
BANK OF OTTAWA BLDG.,
MONTREAL

WINNIPEG OFFICE
UNION BANK BLDG

A healthy body means healthy arteries.
The railways are the arteries of Canada.



IN the operation of railways Canadians hold high reputations.

The chief Canadian systems are operated over great stretches of territory presenting widely different problems.

Their traffic obligations fluctuate rapidly with the seasons.

Climatic conditions are sometimes difficult. Unusual foresight, skill and determination are called for.

* * * *

Yet the only unfailing highways for the heavy traffic across the New World from China to France during the war—were Canadian railways.

Canada alone among the allied countries had no war-time transportation crisis. When foreign roads choked under their loads, she relieved them of millions of tons. At a time when ships were the need of the hour no ship lost time in any Canadian port through failure of the railways to deliver cargoes at the docks.

To-day the Canadian producer still commands the fastest, the most dependable and the cheapest railway service in the world.

But the foresight that made this record possible could do nothing without MONEY! The skill that kept terminals uncongested had to be backed with MONEY! The determination that drove crippled engines ahead in the face of 40-below gales and mounting snow would in the long run have been useless without MONEY!

* * * *

Thus to-day the alarming fall in the net revenues of the railways is a menace to railway efficiency. It injures railway credit. It dissolves the reserves needful to meet the expanding needs of a growing country. It imperils national prosperity.

Increased freight rates are imperative therefore, not merely on behalf of railways but in the interests of Canada itself!

In July 1918 the Canadian roads were threatened with a general strike. To prevent this public catastrophe they agreed to follow the American scale of wage increases. The Government of Canada meantime allowed freight rate increases intended to make up the cost of these new wage rates.

Leaving aside all question of increased cost of material, the new wages cost the railways of Canada an extra eighty million dollars for the first year alone.

The new rates yielded them an additional forty-three millions!

The annual deficit on wages alone was thirty-seven millions and is constantly growing!

This advertisement is published under the authority of
The* Railway Association *of Canada
formerly the CANADIAN RAILWAY WAR BOARD

So They Called the Expert In

Fred Brock of Baxter and Company was a good Office Manager. That was an acknowledged fact, both among his business associates and the boys at the club. People discussed his organizing ability and the capable staff with which he had surrounded himself.

ONE thing troubled Fred, though: his filing system and certain details of office routine. In the rush of two years of unprecedented business he'd no time to re-organize his system. As a result it had become unwieldy; papers were becoming increasingly difficult to find; complaint reports were coming in with greater frequency from the "Chief" and other department executives, so Miss Thompson, the filing clerk reported.

That was just a year ago—before Fred Brock called to his aid the System Service Expert of "Office Specialty". His business day is much pleasanter for him now—since the "Office Specialty" System Expert analyzed his existing systems and submitted a plan that would not only remedy the immediate trouble, but make ample provision for natural expansion for some time to come.

This is the type of expert service that "Office Specialty" is rendering to its thousands of clients to-day—a concrete service backed by the resources of a centralized System Department whose cumulative experience in solving filing and record-keeping problems in many different kinds of business is offered to you in your individual problem without fee or charge, or without reservations of any kind.

SYSTEM SERVICE

"Office Specialty" System Service Experts are men who merit the name *expert*. They are trained, practical men. They will gladly make your office routine, record-keeping, or filing problems their own. Their value to themselves, and to us, depends upon the value of their service to you.

Put your office routine or record-keeping problem up to our nearest Service Store.

THE OFFICE SPECIALTY MFG. CO. LIMITED
Home Office NEWMARKET Canada

Export Sales Office—360 Broadway, New York City

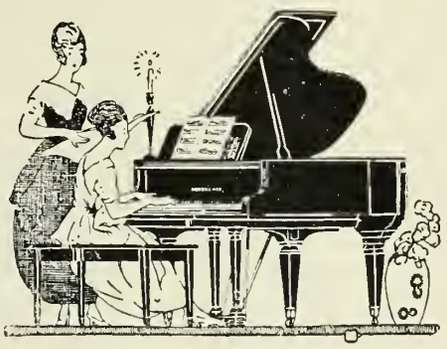
Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Calgary Vancouver

OFFICE SPECIALTY
FILING SYSTEMS

Volume XIV. Number 10 *Toronto, August 15th, 1920*

Marketing and Business Management

Edited by W.A.Lydiatt

Striking the Right Note in Piano Advertising

IT was a day of pride for The Advertising Service Company, when it received the appointment of advertising counsel for the House of Nordheimer.

This Summer marked the fifth anniversary of that appointment. It has been five years of steady advancement in the advertising of a Piano worthy of the best things that could be said about it.

In the saying of those things that influence piano buyers, the Nordheimer advertising has developed a style as distinctively superior as the tone of the instrument itself.

The advice of the Advertising Service Company is at the disposal of any Manufacturer who will authorize the research and study necessary to the finding of the key-note of his advertising appeal.

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA

20 Cents a Copy

AUGUST 15th, 1920

$2.50 a Year

You Know a Lot About Your Business---

But Do You Know These Things That Ought to Apply to Your Business?

For thirty years I have been studying American business in all its phases. I haven't concentrated my attention on advertising.

I have studied production and its relation to sales. I have studied credit, finance, and banking in relation to the same subject.

I have made a study of some of America's greatest executives. I had the opportunity of working with many of them.

I believe I understand some things about the personal equation that are generally overlooked in relation to internal organization.

Here are some questions I would like to ask you to think about, for my thirty years' experience has conclusively proved to me that high efficiency lies in their successful answer:

1. Do you know how much business every one of your salesmen ought to do in the territory he is operating in?

2. Is there a perfectly sure way of getting the woman interested in the advertising that you do?

3. Do you know how to keep your sales people "on their toes" all the time?

4. Do you know how to pick an outside man to come in once in a while and tell you what is really the matter with the work that puzzles you?

5. What is the best way to sell parents who have children between seven and fourteen?

6. Can sales people be taught to read customers quickly?

7. Which one of the five senses reacts the most quickly to an advertisment or to a selling talk?

8. What is the best time of day to attract customers?

9. Do you know how to find out what is the matter with your management?

10. Do you know how to find out what the sticking point is in your merchandising and sales work i. e. the increasing of your efficiency in distribution?

11. Do you ***really*** know what your competitors are doing to you in the market?

12. Do you really know whether your advertising is efficient or not?

13. Do you know whether you are spending the right proportion in direct advertising as compared with newspaper or national advertising?

14. Do you know whether your dealers are co-operating with you or not to the degree that they might?

Sit down and answer these questions. Answer them honestly. ***Do you know*** the answer to these questions, or, are you guessing, surmising, imagining or depending on gossip masquerading in the guise of facts in the reports of salesmen.

When you have answered, I wish you would sit down and write me a letter about the thoughts that occur to you. The other day I got a twenty page letter from a manufacturer of agricultural implements in the middle west—it was the first letter I ever received from him—and he told me how much the self-audit had helped him.

E. ST. ELMO LEWIS

Counsel in Advertising Sales and Marketing

Advertising Placed in Any Publication Anywhere

7th Floor Astor Court Building

18-20 West 34th Street, NEW YORK, U.S.A.

Twice-a-Month Maclean's A Pronounced Success

THE twice-a-month publication of Maclean's has been a great success right from the start.

The twice-a-month plan met with instant favor in every community from Coast to Coast. It energized an already active reader-interest. It drew to the magazine an added prestige and influence—and greater strength as an advertising medium.

Here is the evidence. The circulation has grown. Over 80,000 copies are now being distributed—every copy being needed to meet a specific demand. Figured in the usual way that means over 400,000 readers.

Advertising continues at high level. This tabulation visualizes the stability of the twice-a-month publication.

The lineage for January 1920 totals 26,582 lines. The February 1st issue, the last on the monthly basis, carried 25,284 lines:

February 15th,	**23,281 lines**	**April 15th,**	**29,035 lines**
March 1st,	**28,087 lines**	**May 1st,**	**30,365 lines**
March 15th,	**28,450 lines**	**May 15th,**	**32,065 lines**
April 1st,	**32,790 lines**	**June 1st,**	**30,015 lines**
		June 15th,	**31,850 lines**

Maclean's is growing in favor with advertisers because it makes a strong appeal to the people of influence in each community—the thinking, prosperous and responsive families who form the foundation of Canada's buying power.

The twice-a-month publication of Maclean's enables it to render still greater service to readers and to advertisers. It makes for greater timeliness in the sales appeal—makes it more effective.

It is a fact that consistent advertising in Maclean's enables advertisers to get the highest possible returns on their sales investment.

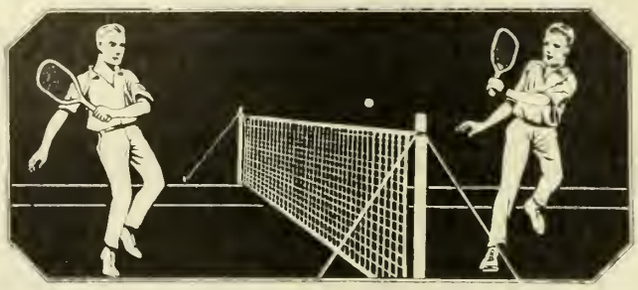
—good and sufficient reason why you should place Maclean's at the head of your Canadian advertising lists.

Complete details supplied upon request

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

143-153 University Avenue, - - Toronto, Canada



Getting It Over

THE tennis player must get it over—and with telling effect—a slip, a wrong drive may decide the game. Isn't that equally true of a farm paper? Its reading matter must be so prepared and planned that it "gets over" with the farmer. The true value of the editorial work is best portrayed by our daily mail. 75,000 farmer subscribers look to and depend upon The Nor'-West Farmer as their source of information. Over 1,000 questions are answered by experts every month.

Of course, the editorial influence is but a reflection of the value of the advertising pages and is the primary reason of The Nor'-West Farmer being first choice both with National and "1 time" advertisers selling to the Western Canada market. There is still another reason—The Nor'-West farmer is semi-monthly. If you are not receiving our Advertisers Service Bureau Bulletins, a request secures them.

Published to Promote Good Farming

Ask any Agent or Us

The Nor'-West Farmer

Member A.B.C.

The Pioneer Farm Journal of Western Canada

WINNIPEG CANADA

Eastern Canada Office
J. B. RATHBONE
95 King St. East, Toronto, Ont.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
381 Fourth Ave., New York, N.Y.

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIV, No. 10 . TORONTO, CANADA AUGUST 15th, 1920

BIG BATTERY BUSINESS BUILT BY LOW-COST, SURE-FIRE METHODS

Shrewd planning of sales efforts and advertising, along lines of least resistance, establishes "lively and lasting" trade for "Reliable" batteries. Dealer interest, enlisted at start, proves important factor.

Based on an authorized interview with

W. M. Turnley
Managing Director, Dominion Battery Co., Limited, Toronto

WHEN a new and unknown industrial concern achieves a satisfactory "place in the sun" in a highly competitive field in less than three years from the time the company was formed; when the time of this achievement is set during the last year of the war and the post-war period, with problems of material and labor pressing thick and fast from all sides, the story of the achievement is sure to be interesting to business men generally.

Such rapid success implies efficient methods of production, a reliable product, and perhaps more important still, aggressive and sound merchandizing and publicity methods. The marketing of "Reliable" Batteries is particularly interesting because it shows, among other things, that the publicity effort and expenditure initially required to put a firm into the spot light may be comparatively moderate, if carefully planned. In this particular case the trade press was used to such good effect that the sales for the first year were 30% more than the quota set for that year. In addition to this, the good will which accrued to the company as a result of this advertising proved a solid foundation on which to build a much broader publicity campaign for the following year. This is sufficient answer to the oft-heard criticism, "we advertise in the trade papers, but we don't get anything out of it." The results, it is true, do not come by mail order methods, but they are nevertheless certain. The list of present-day national advertisers who first began their publicity ventures in the same moderate way is a very long one.

The Dominion Battery Company, Limited, of Toronto, was formed in the fall of 1917 for the purpose of marketing batteries and flashlights throughout Canada and abroad. From the outset the young company was faced with the problem of establishing its product and its trade mark in a highly competitive field. How well it has succeeded in solving this problem is shown by the fact that two manufacturing plants are now working to full capacity in Toronto. "Reliable" flashlights and batteries are now being sold by thirty jobbers, seventy semi-jobbers, and hundreds of retail firms in Canada. A growing export trade has also been built up.

One of the initial advertisements to the trade. The lighthouse trade mark appears at the bottom.

How was the new company to secure that marketing efficiency necessary to keep down selling costs within reasonable limits? How secure the volume of business necessary to keep down the "spread" between manufacturing and selling costs? The plan finally decided upon was to distribute through jobbers to the hardware trade, whose selling resistance was to be made as light as possible by means of an educative advertising campaign to retailers and the public.

This policy decided, many matters of vital importance remained to be considered. Trade mark, labels, packages and the advertising policy were given earnest consideration. The arrangement of the manufacturing plant so as to facilitate the rapid handling of materials and manufactured goods, and to provide good working conditions for the employees was also satisfactorily solved.

Selecting a trade mark proved a real stumbling block for some time. The company desired to use the "British Lion," but found that a competing manufacturer had registered the design, though not using it. "Beaver" was next decided upon, with the same result. After further consideration "Lighthouse" was decided on, but it was found that the E. B. Eddy Co., Ltd., of Hull, P.Q. possessed the right to use the lighthouse in a

trade mark. That company, however, met the new concern much more than half way, for they very courteously signed over to the Dominion Battery Company the right to use the lighthouse on batteries and flashlights, without delay or charge of any kind. This difficulty overcome, the word "Reliable" was selected to go with the lighthouse, because that word was easy to remember, and was indicative of a very necessary quality of the product. The slogan "Lively and Lasting" was also adopted for the same reason. It appears with the trade mark on all advertising literature, and in all advertisements.

The next step was the designing of attractive labels, cartons, etc., bearing the company's trade mark. Everything was then ready for the salesmen to begin their work. Letters were sent out to all jobbers advising them that the salesmen would call, and during the month of November the latter solicited business, promising deliveries not later than December 15th. This promise was kept, in spite of embargoes on certain very necessary lines of raw materials. In a short time the salesmen had secured enough business to keep the plant running for two months.

The time was now ripe for an advertising drive to make the new company and its products known to the retailers and their clerks, through whose efforts the goods must ultimately reach the public. An advertising agency was called in, and after investigating the various factors of the problem, the agency recommended that the limited initial appropriation be concentrated *directly on the hardware trade*, leaving the consumer for later effort. It was felt that the first problem was to sell the jobbers, their salesmen, the retail dealer and his clerks, to thoroughly post all these links in the selling chain regarding the unknown Dominion Battery Company, and the unusual value in "Reliable" products; and when this was accomplished, the advertising could be extended to consumer mediums, as warranted by the growth of the business and the advertising appropriation. Subsequent developments proved the wisdom of this course.

Accordingly arrangements were made with *Hardware and Metal* for a series of advertisements to appear in the form of inserts on 100 lb. coated stock, to be printed in two colors. 250 eight-page folders were printed in colors before these advertisements appeared, reproducing each advertisement. The front page of the folder was given up to details of the campaign for the benefit of the jobbers and their salesmen, and the latter were decidedly impressed with the practical value of the selling help thus provided for them.

RELIABLE
GOOD FLASHLIGHT SERVICE
Time after time you've badly wanted a good flashlight. Buy a Reliable Tubular Flashlight and you have the best. You get long and dependable service from the Reliable. Its bright, piercing beam instantly penetrates darkness. Safe, clean, non-explosive, certain —in all weathers.
A complete line of Reliable Flashlights, in four colors. Standard sizes and styles. Also Reliable Searchlights.
Reliable Ignition Batteries for automobiles, trucks, motor boats, telephones and household uses are "Lively and Lasting." All are real Canadian made products.
For sale by dealers everywhere
DOMINION BATTERY COMPANY LIMITED
Toronto, Canada
RELIABLE
TRADE MARK
Canadian Products
"Lively and Lasting"

One of the advertisements to the column

This trade newspaper campaign was started in March, 1918, the inserts appearing twice each month. At the close of the campaign sales were 30% in excess of the quota set for 1918—which speaks for itself. During 1918 five travelling salesmen were busy calling on the jobbing trade, also carrying on missionary work among the retailers whenever possible. These men were kept fully posted regarding all developments in connection with sales and advertising, factory facilities and preparations for increased business. At the end of the year the company had secured a good footing in the trade, and had ten large and active jobbing accounts, in addition to many semi-jobbing accounts. Prices were practically the same as those of competitors. *A re-sale price to the retail trade was established and adhered to*, being featured prominently in all trade literature. Two price increases were put into effect during this period.

From the above it will readily be seen that a splendid groundwork for future operations was laid during 1918. At the beginning of 1919 it was considered that the logical time had arrived to supplement trade advertising with other forms of publicity made possible by means of an enlarged advertising appropriation—which was set at four times that of the preceding year. The new plans submitted by the agency were discussed from all angles at a conference of the sales force. Many excellent suggestions resulted.

It was finally decided to use five trade newspapers, seven farm papers, seven class publications and thirteen newspapers—the campaign to run from February to December. Two-page spreads and full pages were used in the trade newspapers. Advertisements in magazines varied from 14 to 30 inches, similar space being used in the farm papers and newspapers. Quarter and half pages appeared in the class publications. A 40-page booklet was outlined in advance for the use of the company's representatives and the jobbers' salesmen. The former were urged to lay stress on the salient features of the proposed campaign when talking with the jobbers: they were urged to get down to "brass tacks" and to avoid all generalities.

As a further step in the well-thought-out campaign for the year, a number of attractive window display cards were furnished to retailers upon request. The latter were also supplied with folders for distribution to their customers. These folders were printed in both English and French in three colors, and featured various sizes and styles of flashlights and batteries. In the consumer advertising various types of flashlights and batteries were illustrated, the slogan "Lively and Lasting" appearing in every advertisement.

Two of the current series of advertisements to consumers, reduced from three column size

As is usually the case in connection with new selling "drives" various unforseen problems presented themselves for solution. For example during the early part of the year, it was found that in certain reasons, there were many small dealers

(*Continued on p. 482*)

REVISED RATES OF CANADIAN DAILIES

Condensed list of Canada's principal daily newspapers, with latest circulation figures and correct advertising rates, compiled by MARKETING for the convenience of its readers in checking estimates and making up Fall and Winter schedules.

WHAT rate do we have to pay *now* in this or that daily newspaper? Have we a record of all the changes which have taken place? To what extent have newspaper advertising rates increased during the past year? Have we the *right* rates for all papers?

Such questions have concerned many advertisers, and will crop up with many more during the next few months because of the many changes in rates which have been announced during the past year. Only a general canvass of all the publishers, to learn the rates at present in force, will provide the right answer in every case—and this MARKETING has undertaken for the information of its readers.

Only the principal dailies are listed. Some omissions are due to the publisher's failure to respond to our requests for information. Care has been taken in compiling and checking the figures, which may be relied on as accurate at this date. Many advertisers will have uncompleted contracts with some newspapers, under which they benefit by lower rates for a part of the next year. But the rates recorded are those now in effect for all space not already definitely under contract.

The advertising rates quoted are for commercial display advertising, run of paper, when advertisements are furnished in plate form. Many dailies, particularly in the smaller cities, make an extra charge when typesetting is required. For uniformity's sake, rates are quoted "per inch" (14 agate lines to the column inch). Extra charge is generally made where special position or page is specified. The increases thus far announced, as here recorded, are not as great as conditions would lead one to expect. As compared with a year ago publishing costs have almost doubled, yet the advertising rates of the papers listed show an average increase, over similar figures compiled by MARKETING a year ago, of only 40%, based on the rate for 5000 line contracts, whereas publishing costs show an average increase of more than 50% during the same period. Last September the average rate was .0311 cents per inch per 1000 of circulation. It is now .0437 cents per inch. Western dailies show the largest, Quebec the smallest, percentage of increase.

The circulation figures quoted are the average for the six months ended March 31st, 1920, this being the latest period for which A. B. C. reports are available. Dailies marked with a (*) are members of the Audit Bureau of Circulations, and the circulation figures quoted, therefore, agree with the totals appearing in each publisher's report for that period. Those marked (x), together with advertising rates quoted, are taken from the 1920 *Lydiatt's Book*, no later information having been received.

Similar data regarding all the magazines and farm journals in Canada is being compiled for publication in the September 15th issue of MARKETING. More complete information regarding all publications, together with a wealth of other information of value to every advertiser, is contained in the 1920 *Lydiatt's Book* (seventh annual edition), a few copies of which are still available.

Name of Paper		City	Circulation 6 months end March 31st, 1920			Advertising Rates, Per Inch In effect September 1st, 1920			
			Net Paid City	Net Paid Sub'n. & Country	Total Incl'd'g Unpaid	Trans.	1,000 L. Contract	5,000 L. Contract	10,000 L. Contract
ALBERTA						$ c.	$ c.	$ c.	$ c.
*Albertan	M.	Calgary	5,113	7,796	14,778	.70	.70	.70	.70
*Herald	E.	Calgary	16,106	10,905	27,913	1.26	1.12	1.12	1.12
*Bulletin	M. & E.	Edmonton	4,052	5,434	10,260	x .56	.56	.56	.56
*Journal	E.	Edmonton	14,035	6,026	20,768	.98	.84	.84	.84
*Herald	E.	Lethbridge	2,119	2,672	5,565	.35	.35	.35	.35
*News	E.	Medicine Hat	2,135	536	2,920	.30	.21	.21	.21
BRITISH COLUMBIA									
Free Press	E.	Nanaimo	....	....	2,000	x .25	.23	.21	.21
Herald	M	Naniamo	....	....	2,400	.35	.28	.28	.24½
*News	M	Nelson	1,021	3,607	5,030	.35	.35	.35	.35
British Columbian	E.	New Westminster	....	....	3,000	.75	.50	.35	.35
Empire	E.	Prince Rupert	1,120	967	2,087	.35	.35	.35	.35
News	E.	Prince Rupert	1,340	135	1,980	1.25	.35	.35	.35
*Province	E.	Vancouver	26,134	33,199	61,098	2.10	1.54	1.40	1.26
*Sun	M.	Vancouver	11,105	10,199	22,116	.84	.84	.84	.84
*World	E.	Vancouver	7,161	10,508	19,478	1.10	.98	.98	.98
*Colonist	M.	Victoria	7,600	2,133	11,029	1.10	.77	.77	.77
*Times	E.	Victoria	7,726	1,108	9,747	.70	.70	.70	.70
MANITOBA									
Sun	E.	Brandon	3,150	1,500	4,723	.35	.35	.35	.35
Graphic	E.	Portage la Prairie	950	150	1,300	x .18	.18	.18	.18
*Free Press	M. & E.	Winnipeg	38,812	34,762	74,475	1.82	1.82	1.82	1.82
Telegram	E.	Winnipeg	17,227	20,196	38,277	1.12	1.12	1.12	1.12
*Tribune	E.	Winnipeg	20,879	12,476	34,096	2.10	1.82	1.10	1.26
NEW BRUNSWICK									
Gleaner	E.	Fredericton	...	....	6,302	.75	.56	.13	.36
Mail	E.	Fredericton	*650	250	1,550	x .28	.21	.21	.10
Times	M	Moncton	1,174	2,161	3,502	.42	.35	.21	.21
Transcript	E.	Moncton	2,673	1,226	4,096	.21	.21	.21	.21
Globe	E.	St. John	....	....	7,000	1.40	.56	.42	.42
Standard	M.	St. John	....	....	13,962	.56	.56	.56	.56
*Telegraph-Times-Star	M.E.	St. John	16,862	10,801	29,086	2.80	.84	.84	.84
NOVA SCOTIA									
News	E.	Amherst	1,570	350	2,075	.30	.30	.16	.16
Gazette	E.	Glace Bay	3,193	2,651	6,131	.28	.21	.21	.18
Acadian Recorder	E.	Halifax	....	....	2,500	x .70	.85	.35	.28
*Chronicle & Echo	M. & E.	Halifax	6,512	18,288	28,848	2.10	1.26	1.19	1.19

Name of Paper		City	Circulation 6 months end March 31st, 1920 Net Paid City	Net Paid Sub'n. & Country	Total Incl'd'g Unpaid	Advertising Rates. Per Inch In effect September 1st, 1920 Trans.	1,000 L. Contract	5,000 L. Contract	10,000 L. Contract
NOVA SCOTIA (Continued						$ c.	$ c.	$ c.	$ c.
*Herald & Mail	M. & E.	Halifax	14,103	11,791	27,096	1.19	1.19	1.19	1.19
News	E.	Lunenburg	....	....	650	.15	.15	.15	.15
News	E.	New Glasgow	1,400	1,600	3,300	.50	.16	.15	.14
*Post	M. & E.	Sydney	2,460	3,170	6,361	.98	.28	.28	.28
Record	E.	Sydney	....	....	4,500	.60	.30	.30	.30
News	E.	Truro	....	....	1,200	.30	.20	.11	.12
ONTARIO									
Intelligencer	E.	Belleville	1,859	916	2,805	.40	.28	.21	.18
Ontario	E.	Belleville	1,200	665	1,865	.35	.25	.13	.11
*Expositor	E.	Brantford	7,022	2,779	10,225	.70	.56	.42	.42
Recorder-Times	E.	Brockville	2,169	1,961	4,138	.42	.28	.21½	.17½
News	E.	Chatham	1,485	1,174	2,783	.35	.21½	.17½	.14
Planet	E.	Chatham	....	....	2,500	.35	.21½	.19	.14
Nugget	E.	Cobalt	1,620	3,875	5,662	.28	.28	.28	.28
Times-Journal	E.	Fort William	4,076	992	5,404	.35	.35	.35	.35
*Reporter	E.	Galt	2,872	1,356	4,563	.42	.28	.21	.17½
Herald	E.	Guelph	....	....	3,296	.42	.28	.21	.14
*Mercury	E.	Guelph	3,284	530	4,110	.49	.42	.28	.21
Herald	E.	Hamilton	13,773	5,155	19,268	1.40	.70	.70	.70
*Spectator	E.	Hamilton	22,891	7,969	31,832	1.40	1.19	.98	.98
Times	E.	Hamilton	8,000	3,300	11,300	1.40	.70	.56	.42
*British Whig	E.	Kingston	3,445	2,431	6,367	.84	.84	.42	.42
Standard	E.	Kingston	3,235	1,950	5,535	.84	.70	.42	.42
*News-Record	E.	Kitchener	3,682	351	4,251	.49	.28	.24½	.17½
Telegraph	E.	Kitchener	....	....	2,500	.32	.28	.21	.14
*Post	E.	Lindsay	1,246	587	2,098	.36	.28	.18	.18
Warder	E.	Lindsay	1,000	1,435	2,435	.40	.30	.25	.18
*Advertiser	M. & E.	London	6,404	31,008	40,542	2.10	1.40	1.12	1.12
*Free Press	M. & E.	London	10,830	28,289	40,440	2.10	1.40	1.12	1.12
Review	E.	Niagara Falls	2,974	355	3,451	.42	.28	.21	.17½
*Citizen	M. & E.	Ottawa	20,059	8,320	29,226	1.12	1.12	1.12	1.12
*Le Droit	E.	Ottawa	4,347	5,761	10,931	.49	.49	.49	.49
*Journal Dailies	M. & E.	Ottawa	14,465	10,000	25,494	1.12	1.12	1.12	1.12
*Examiner	E.	Peterborough	4,608	1,231	6,553	.49	.42	.35	.30½
News Chronicle	E.	Port Arthur	3,280	820	4,203	.35	.35	.35	.35
Guide	E.	Port Hope	....	....	750	.25	.20	.12	.10
*Standard	E.	St. Catharines	5,094	2,996	8,557	.70	.56	.42	.42
*Times-Journal	E.	St. Thomas	3,720	4,380	9,387	.56	.49	.42	.35
Canadian Observer	E.	Sarnia	3,000	1,000	4,000	.50	.45	.30	.26
*Star	E.	Sault Ste. Marie	3,571	644	4,362	.42	.42	.35	.35
Beacon	E.	Stratford	18,42	1,107	3,346	.42	.35	.21½	.17½
*Herald	E.	Stratford	1,600	1,447	3,753	.42	.35	.21½	.17½
*Globe	M.	Toronto	21,872	61,656	88,191	3.50	2.80	2.52	2.52
*Mail & Empire	M.	Toronto	27,300	18,116	77,617	1.20	2.80	2.52	2.52
*Star	E.	Toronto	57,115	35,381	93,790	1.20	2.80	2.38	2.38
*Telegram	E.	Toronto	90,551	1,219	96,237	4.20	2.80	2.38	2.38
*World	M.	Toronto	20,337	12,128	33,970	2.80	1.54	1.26	1.12
*Border Cities Star	E.	Windsor	10,619	4,176	15,520	.70	.70	.70	.70
*Sentinel-Review	E.	Woodstock	3,292	2,211	6,256	.56	.49	.28	.28
PRINCE EDWAR ISLAND									
Examiner	E.	Charlottetown	710	981	1,836	.70	.35	.21	.21
*Guardian	M. & E.	Charlottetown	801	6,701	9,065	1.10	.70	.35	.35
Patriot	E.	Charlottetown	....	....	1,600	.17½	.17½	.17½	.17½
QUEBEC									
Le Quotidien	E.	Levis	....	....	3,500	....	.12	.35	.21
*Le Canada	M.	Montreal	5,970	2,311	9,813	2.10	1.10	.98	.84
*Le Devoir	E.	Montreal	5,605	8,915	15,175	2.52	1.26	.91	.84
*Gazette	M.	Montreal	23,298	7,162	31,776	3.50	1.68	1.26	1.12
*Herald	E.	Montreal	10,835	4,559	16,789	.84	.84	.84	.84
*La Patrie	E.	Montreal	9,815	17,901	29,001	2.80	1.54	1.26	1.12
*La Presse	E.	Montreal	77,012	19,259	128,232	3.50	2.38	2.10	1.96
*Star	E.	Montreal	73,028	31,717	107,155	2.80	2.24	1.96	1.82
Chronicle	M.	Quebec	11,356	1,121	15,807	x 2.10	.63	.17	.12
Telegraph	E.	Quebec	5,911	4,816	11,096	2.10	.84	.56	.42
L'Action Catholique	E.	Quebec	1,300	16,100	21,600	.70	.70	.70	.70
L'Evenement	E.	Quebec	6,800	11,400	18,830	1.10	.84	.70	.49
*Le Soleil	E.	Quebec	18,301	24,191	15,213	.98	.98	.98	.98
*Record	E.	Sherbrooke	1,998	7,821	10,159	.84	.77	.63	.56
*La Tribune	E.	Sherbrooke	1,832	6,978	9,107	.42	.42	.35	.35
SASKATCHEWAN									
News	E.	Moose Jaw	2,781	2,872	6,021	.49	.49	.49	.49
*Times	E.	Moose Jaw	2,702	1,872	5,253	.49	.49	.49	.49
Herald	E.	Prince Albert	1,535	3,298	4,931	.28	.28	.28	.28
*Leader	M.	Regina	5,783	14,729	21,110	.84	.84	.84	.84
*Post	E.	Regina	5,487	7,086	13,312	.63	.63	.63	.63
*Phoenix	M.	Saskatoon	1,867	3,160	6,665	.70	.49	.49	.49
*Star	E.	Saskatoon	6,291	18,032	25,076	.98	.98	.98	.98
WEEK-END PAPERS									
*Sunday Sun		Vancouver, B. C.	19,042	15,009	35,545	1.12	1.12	1.12	1.12
*Sunday Leader		Halifax, N.S.	1,131	6,067	10,706	2.10	2.10	.70	.70
*Star Weekly		Toronto, Ont.	72,261	32,296	101,836	1.20	2.80	2.38	2.38
*Sunday World		Toronto, Ont.	61,092	31,267	99,227	3.50	2.38	2.10	1.82
*Standard		Montreal, Que.			88,775	2.10	2.10	2.10	2.10

CLEARING TRADE DECKS FOR ACTION

Gradual price declines being met by reduced stocks and a new labor efficiency.
A new buying power of many millions will mean booming trade.

THERE are a number of factors in the business world at the present moment that give color to the gradually strengthening opinion that the peak of prices have been reached, and that from now on there will be a gradual recession. By this statement it is not intended to suggest that there will be any pronounced slump in prices. Nor that the trade generally is faced with a dangerous future, but merely that the average of prices within the next few months will show at least a modest decline over the average of prices today.

There are a number of conditions that are operating to this end, among them might be noted, a gradual decline in the prices of raw materials, the tightening of credits that has been adopted as a general policy by all the banks, and an improvement in the labor situation.

To take the matter of declining raw materials. The decontrol of wheat has resulted, as was generally expected, in a sharp break in the future market for all grains, and has in a somewhat lesser degree affected all spot grains. The result on the cereal market is obvious, as also in the thousand and one lines in which cereals are a part. But more than that, wheat to a considerable extent forms a basis of price for all other products, and declines here means declines all along the line. Already declines are noted in raw sugars, flour, rice, coffee and many other primary lines.

Nor are price declines noted only in food lines. There is a material easing in most lines of cotton and woolen goods. Raw furs have shown sharp declines, while there is a similar tendency in furniture and allied goods.

It is not only the easing of raw material prices that has brought about this condition, but in this as in other cases the pressure of the banks on all business, has had a very material effect. The general refusal of all financial institutions to extend further credit to permit the carrying of stocks; and the pressure being brought to bear to compel the liquidating of existing loans has had the effect of restricting business within very narrow limits at the present time.

This factor has brought about a time of very dull trading, that might seem to indicate the passing of the era of good times. While the present situation, however, may appear on the surface to be a set back, it is in reality a very healthy condition, and one that should prove a safeguard against the very conditions that business has most to fear.

There has developed a tendency during the past four or five years to carry excessively heavy stocks. With constantly advancing prices, this was a not unnatural tendency. Not only did merchants find that they could make a substantial profit on the steady upward march of prices, but they found also that it was necessary to order in excess of their needs, in order to assure themselves against short deliveries that would have limited their business. As a result of these conditions many merchants have found themselves with stocks that exceeded by four or five times, the stocks that they would have considered reasonable and safe in the days before the war. All this has required financing, and merchants have been borrowing heavily on the security of these excess stocks.

But there has come a change in this situation. Prices cannot always advance. Sooner or later there must come a reaction. Such a reaction coming on merchants with shelves piled high with high priced, surplus stock, might well have been disastrous. This was the possibility that the banks foresaw. It was not always possible to convince the merchant that this policy, that might have been sound enough during past years, might well be acutely dangerous now. Therefore the banks adopted the simple and effective expedient of restricting credits. The merchant finding himself pressed by the bank, has discontinued his buying to a very appreciable extent. Does that curtail opportunities for business? Certainly not to the present. He has stock and to spare, and he is beginning to turn that stock into money.

This fact reacts on the wholesaler in turn. Business is dull with him, dull even for a usually dull period. In practically every variety of trade, the wholesaler's business is of a sorting order nature. This fact, and the fact that he also is being pressed by the banks, means that he is not going to buy. Thus it gets back to the manufacturer. Some of these manufacturers are still claiming that the demand exceeds the supply. It is questionable, however, if this is not a case of the wish being father to the thought. One of the largest furniture companies in Canada, who during the past three or four years have been disposing of their product almost in advance of its production, a company which has been piling up unaccepted orders, that there seemed no likelihood of filling, now admits that these orders are pretty well cleared up, and that for the first time in four years they are beginning to carry some furniture as stock. That is as it should be. Better stock in the hands of the manufacturer, than in those of the retailer. As a matter of fact there has been a false element in our consideration of supply and demand in the past. Supply has been limited and demand has been keen. No reasonable person will deny this fact. But the only sound demand is for goods for immediate consumption. Now as a matter of fact a sizable proportion of that demand has been for stock to hold on a speculative basis. It has built up a false impression of scarcity that has been, in a measure, at least, responsible for advancing prices.

Now these surplus stocks are being forced into consumption, and the manufacturer is faced by a declining demand. He may meet it in one of two ways, by re-establishing his reserves, which in most cases he is doing or by curtailing production. Either course will have its effect on the market.

The re-established reserve removes the imperative element in the market situation. The merchant knows that stocks are to be had, so he is not to be coerced into buying beyond his actual needs.

One of the large canning companies has adopted the policy of restricting production. This company has had an almost unlimited demand during the war years. But the retailer discovered that it was frequently possible to purchase these commodities as cheaply in February as it has been in the previous October. Thus the contract idea, that has been hallowed by tradition met its death blow. The company, therefore, is estimating as closely as it can the demand for the coming season, and restricting its production to that quantity. Was there any likelihood of advances in this line, this organiza-

tion would be willing enough to carry stocks over for another season, as they have frequently done in the past years. The fact that they have not done so is sufficient evidence that they are not expecting any advances, but rather the reverse in the coming season.

There are certain lines in which a different situation exists, notably hardware. Heavy hardware is almost non-existent at the moment; one large wholesaler who deals almost exclusively in this line, is so completely sold out, that a visitor to the place remarked that you could sweep it out with a whisk. This situation is due to the inability to secure supplies of steel. Builders' hardware is scarce for the same reason, while it has been impossible to complete much building owing to the inability to get sheet steel for furnace lining. This inability to get sheet steel has become a serious factor in the production of cans for paint, food products, etc.

The cause of all this is not an actual shortage of steel. Indeed great steel plants are almost buried in an enormous reserve of steel. The crux of the situation is a matter of transportation. The shortage of rolling stock is in itself a serious factor, but the demand for the prompt movement of coal has made an acute situation doubly acute. Coal must be moved at all costs, and as a result most stringent orders are in force to see that cars destined for coal shipment are not diverted nor delayed. So urgent has the question of speed become, that cars are being returned from long hauls, empty rather than face the possibility of delay. At the moment the situation in hardware lines is serious enough, but meanwhile an almost inexhaustible supply of steel is being built up that will offset this condition in months to come. As far as the wholesalers go they are satisfied. Stocks are light, but there is an urgency of demand that spells large profits.

But as stated above there is another factor of importance in the present situation and that is the increase in labor efficiency. During the war years labor was labor. No one dreamed of letting a man go without the gravest cause for every employer knew that man could go to his neighboring employer and find a job. Therefore the manufacturer put up with inefficient and wasteful service, that in itself represented a material charge on production. Of late there has come a change in the situation. Here and there factories are letting off men. Such strikes as there are have ceased to be so uniformly successful. The worker is, still by a very small fraction it must be admitted, less urgently needed than he was. No one realizes this better than the worker. He knows now that his job is contingent on his producing a reasonable result for his day's labor, and out of this has sprung a new efficiency in labor, which also is developing into a factor that will help in the readjustment of prices.

Now how will all this affect the trade, generally? For the moment it means a certain dullness for business, for business always is briskest when all its agencies are working at top pitch. But for all that the present tendency is one of the most hopeful signs that have been evidenced in many a day. It foretells a gradual re-adjustment, with all branches of trade cleared of the danger that always lies in heavy stocks at high prices. There can be no question that price declines have to come some day. The world's reserves are being gradually replenished, and there is not wanting evidence that the public are showing a tendency to aid the supply in meeting the demand, by curtailing some of the demand. The Canadian trade faces this situation with decks cleared for action, they have discounted the possibility of declines, and for that reason they are in a splendid position to meet such declines when they come.

There is still another important factor, that the trade as a whole has not yet realized. When the Canada Wheat Board was formed and the policy adopted of giving a certain price for wheat, plus a certificate that entitled the holder to participation in any profits that might accrue in the Wheat Board Trading, few people thought very much of these certificates. Yet on August 1st, the initial payment of 30 cents per bushel on these certificates is to be made.

Just what that means to the trade can be fairly definitely estimated by a consideration of the figures. There are some 800,000 of these certificates in Western Canada and some 100,000 in Eastern Canada. In the east each certificate will represent some 100 bushels of wheat. In the west the certificate will represent as an average somewhere between three to five hundred bushels. In other words there will be distributed on August 1st in the east some $2,500,000, and in Western Canada, somewhere in the neighborhood of $50,000,000. On October 1st a further distribution of probably about one quarter of this amount is to be made.

Fifty million dollars of new money released in Canada, may mean large things for business. It means for one thing that the farmer's business will be much more satisfactory than it has been in the past. It should mean a limitation of the six months credit that have been one of the bug-bears of this business. With this money available, and with the prospect of a bumper harvest, with stocks reduced and prices declining, there is every reason to anticipate an era of prosperous business in the months to come.

* * *

Both the Republican and Democratic national committees in the United States are planning extensive advertising campaigns to promote the interests of their candidates for the presidency.

* * *

The Cluett Peabody Company has bought the business of Williams Greene & Rome, Kitchener, manufacturers of "W. G. & R." Collars and Shirts. It is stated that the W. G. & R. business will continue to retain its identity and trade marks. Presumably this means continued advertising of the W. G. & R. brands.

* * *

W. W. Emerson of the *Grain Grower's Guide*, Winnipeg, has come East for the month of August.

VOLUME ADVERTISING IN TORONTO DAILIES

Combined Totals for First Six Months of 1920, as compiled by the Globe's statistical bureau

General Advertising	Globe	Mail	Telegram	Star
Autos and Accessories	322,384	218,910	57,645	99,400
Financial (other than Oil and Min. g	364,618	308,198	95,249	159,382
Oil and Mining	27,978	77,129	21,724	74,567
Wearing Apparel	83,361	79,387	45,470	48,610
Grocery Products	194,341	149,981	188,329	200,362
Patent Medicines	203,328	232,100	239,951	197,891
Drug Products (other than Patent Medicines)	82,543	63,464	124,986	133,769
Music and Musical Instruments	109,707	89,435	156,042	169,010
Books and Publications	25,315	12,605	12,304	18,025
Resorts, Travel, Hotels	112,043	70,568	24,646	46,075
Educational	20,423	10,089	2,805	2,348
Farm	71,729	41,425	410	575
Other	482,450	424,508	22,192	288,265
TOTAL GENERAL	2,400,220	1,776,102	1,198,723	1,435,609
RETAIL	882,671	843,632	2,649,573	3,296,651
Amusements and Transient	263,902	265,827	399,234	296,810
TOTAL DISPLAY	3,246,793	2,883,561	1,247,530	5,023,070
Classified	743,958	495,860	3,391,760	1,885,446
TOTAL ADVERTISING	3,990,751	3,379,421	7,639,290	6,908,516

BUSINESS MANAGEMENT

COMMENT AND SUGGESTION ON PROBLEMS OF PRODUCTION FINANCE AND SALES; INVOLVING PRINCIPLES AS WELL AS METHODS

Edited by E. ST. ELMO LEWIS, Astor Court Bldg., 18-20 W. 34th St., New York, U.S.A.

ALL COMMUNICATIONS RELATIVE TO THIS DEPARTMENT SHOULD BE ADDRESSED TO MR. LEWIS. PLEASE USE YOUR BUSINESS LETTER-HEAD. COMMENT ON ANY PHASE OF THE SUBJECTS TREATED IN THIS DEPARTMENT SOLICITED FROM READERS

THE INDIANAPOLIS CONVENTION AND THE TRUTH ABOUT ADVERTISING

SEVERAL years ago when Sam Dobbs and George Coleman were Sam Smalling and Sam Jones-ing it up and down the land trying to put the fear-o'-God and some regard for the *Truth* into the advertiser, one day Dobbs dropped in to see me at Detroit.

We had a talk about business in general and his *Truth* crusade in particular. Sam was all "het up" about it.

Sam was always a proselytizer—was a good Baptist—and had learned how to make a speech that got to the crowd.

He felt he had a mission to make advertisers honest. He believed with all his soul in his mission, in himself and his plan of salvation. He worked with a Bryan-like singleness of purpose.

So he made some dent in the collective advertising mind of America, and, like any practical business man, he advertised himself and his soft drink product "Coca Cola."

I cordially endorsed Dobbs' idea. I always believed in the Truth idea. I knew as well as anyone who observed must what it meant to the future of advertising as applied to advertising—Truth was the very heart and soul of efficiency—but I wanted to go a great deal farther than either Dobbs or Coleman. They were appealing on the ethical, emotional side, with a subordinate economic slant to it, but I wanted to get over the idea that Truth in advertising "copy" was only a beginning—it wasn't the whole story by any means, and, in fact, was but a small part of the real spiritual opportunity.

Dobbs didn't take much stock in my argument as I remember our Detroit talk. In fact, he thought I didn't appreciate the ethical side enough—"hadn't seen the light" as it were. He was disappointed.

He was a strong man with publishers and street car and bill poster people who dominated the Associated Clubs, because he spent something like three-quarters of a million with them. Truth for the advertising copy couldn't hurt them— so they gave Dobbs free rein.

I told him frankly that I was for Truth in advertising, but I was for a greater program—Truth *about* advertising still more, because to me the latter incorporated the former. That no man could get down to the fundamentals of successful advertising without finding that truthful advertising copy was the only permanently success building kind to be used.

But I wanted to make advertising more efficient—that contrary to some implications a great deal of perfectly truthful advertising was unsuccessful, that much of the untruthful advertising was producing monetarily profitable results, and a good deal more of the untruthful advertising was born of an idea in the mind of the inexperienced and the ignorant, that advertising to be successful *had to be untruthful*, or at least uncandid.

I wanted the Associated Clubs to go on record in a way that would lead to practical action in favor of truthful advertising, not only truth *in* advertising, but *about* it.

It was a broader campaign than his own, but more economically sound, and would bring greater results of permanent and enduring value to the whole fraternity.

The idea didn't appeal to either his crusading or political sense.

Then came the Boston Convention at which George Coleman was selected by Dobbs as his successor in the Presidency. The Truth-in-Advertising campaign gathered momentum. Coleman was an ethical crusader too. The Clubs gathered enthusiasm and numbers.

Then followed Woodhead, D'Arcy, Meredith and Donnelly. The Truth-in-Advertising campaign has been constantly hammered. It has done great good to advertising. It has been loyally and increasingly supported by a constantly increasing number of advertising interests.

It is a movement well worth while, and has produced this day when the next step is possible.

* * *

Now we are going to get more and more truth *about* advertising. We must.

As long as the banker and the engineer-manager looked upon advertising only as a business expense, advertising was on the defensive.

The politician has been forced by direct primary legislation to pay attention to advertising, and thus some of the people at Washington have discovered advertising. German propaganda (advertising) during the war made the Army and Navy chiefs think of advertising, as they never thought of it before. They had to think of it, when propaganda forced that disastrous retreat on the Italian front.

When propaganda nearly put France out of the war in 1917.

When it put Russia hors de combat and created a new experiment in government.

And finally, when Wilson's propaganda of the Fourteen Points compelled Germany's military chiefs to make a hurried demand for an armistice.

The politicians, bankers, lawyers, who know so little of advertising technique but saw the result of pitiless publicity, had to confess to the existence of a force which they but dimly comprehended, and feared, because they did not.

The banker has to face facts. He faces publicity as a fact. The banker always demands surety. He put cost-keeping into American business. He has demanded and obtained better accounting methods. Accounting and cost-keeping came when the banker re-organized private business into corporations and trusts.

He has been compelled to take up advertising.

He is going to demand a mathematical basis for advertising campaigns and the scientific budgeting of appropriations. He can have them. The day of the "hunch," the artistic temperamental clairvoyance in advertising management is rapidly passing with the idea that any advertising organization has a corner on brains and experience.

Imagination of a different sort is coming into its own. Ethical ideals are going to be served by something greater than mere honesty of statement, i.e. honesty of advertising statement, and honesty of advertising plan, purpose and expenditure backed by an honesty of measure, and a high regard for the duty which the advertiser and his agency owes to society, to deliver his effort at the least cost in time, money, men and materials.

This demand for efficiency in advertising, which has for its corner stone, knowledge of the whole truth about advertising values, springs from the highest ethical regard for one's duty to society.

* * *

It is just as much a lie for a publisher to induce a manufacturer to use an unsuitable medium as it is for an advertiser to induce a buyer to purchase an unsuitable article.

Caveat emptore applies in the one case as well as the other.

In any event, there will always be room for a great disparity between intention and performance, but the effort to close the gap must be made.

The Audit Bureau of Circulations is doing great service to the cause of truth *about* advertising.

The Association of National Advertisers is doing still greater work among the advertisers to educate them in advertising values—to wean them away from a discouragingly prevalent belief that anyone can manage advertising and sales, but it takes brains and experience to be a credit manager or a production manager.

There are signs that the Associated Clubs are beginning to get a vision beyond mere honesty of statement as a reason for their existence. At the recent Indianapolis Convention, Prof. L. D. H. Weld, Manager of Commercial Research Department, Swift & Co., Chicago, dared to speak on "Better Market Study the Way to Better Advertising." He dared to say:

> "The day of the literary genius who holds himself aloof from the rest of the world and who gets high salary for pounding out copy, is gradually passing."

But when he quoted without approval the head of an agency who said—"After the necessary preliminary work has been done, the office boy can write the copy," he quotes piffle.

There is greater need than ever for competent writers who can make facts—the truth about advertising, about an article, sales, etc.—vital, living, emotional, gripping basis for action.

* * *

It was a hopeful sign, too, when Dean Joseph French Johnson, New York University School of Commerce, Accounts & Finance, took a crack at the theorists who hold advertising to be an economic waste, in his "Making People Want More—the Basis of Civilization." In that Dean Johnson contributed something to the Truth *about* Advertising which I should like to see emulated by the publishers, poster and street car men, the direct advertising advocates, and the novelty manufacturers, among the blind who fill the chairs in economics in our colleges.

I don't know much about the new President of the Associated Clubs, Charles A. Otis—and most of the people with whom I have talked are in the same position—but I suppose he is acceptable to the Elder Statesmen who now run the Associated Clubs for the rest of us. I am told Otis is a banker and a former owner of *The Cleveland News*. As a newspaper proprietor he probably knows something about advertising, and as a banker he thinks in terms of the net results, hence he should be fitted by experience to make a "Truth-*about* Advertising" campaign provocative of results.

If he has, with this experience, a realization that advertising, more than most businesses, has a social obligation to be truthful, of course, but to be an efficient servant in the economical distribution of goods, we may say that the Associated has entered on a new era when the Truth *about* Advertising may make the Association a real force for the social and economic good of the people.

* * *

In the meantime, why don't the Clubs get busy and run the Associated. I believe today, as I did at the Dallas Convention, that the Clubs should run the Associated.

Of that, however, more another time.

E. St. Elmo Lewis.

* * *

The One Man Board

Lord Northcliffe, in commenting upon the number of men who were trying to fight England's war in the beginning, said to an American correspondent—

"Could twenty-three Lincoln's have won your civil war?"

I was one time asked to discuss an advertising campaign with eleven members of a Board of Directors. While I got the order, I am quite confident that nine of the members of that Board do not know to this day what I was talking about, but I was fortunate in making my impression upon the one man who ran the board.

* * *

The man at the top generally walked up from the bottom.

* * *

Three short steps to performance—do it, do it right, do it right now.

* * *

The Courage of a Hill or a Harriman

It requires courage to run counter to the current—to invest money in improvements, buildings and machinery when everyone is curtailing and retrenching, acting as if the world was never going to buy another thing, but you will get more for your money then; it requires even greater moral courage and self command to stop big advertising and selling expense when business is good and everything moving at top speed—but you'll save money, then, too.

Selling the Company to the Employees

Recently the Goodyear Tire & Rubber Company, of Akron, Ohio, put out a new preferred issue of stock, and it asked the employees to purchase if they desired. As a result of a campaign initiated by the Employees' Service Division, $2,500,000 of stock was sold to 5134 subscribers in the factory. The general office bought $59,600 with 124 subscribers, which now makes a total of nearly 20,000 men and women of the factory and office owning nearly eight million dollars of Goodyear preferred stock. The average of the present sale was about four and a quarter shares of stock to a person. Not a single person in the employ of the company was asked to buy stock.

* * *

In business as in war, the concern that is making a good product that is selling at a low price and is giving a service to society, has a right to fight for its existence against the combinations of either wealth, skill, or effectiveness of any kind. Business is not a debating society, and a concern cannot debate with a court and society and its competitors about what it ought to do. When a man is in the right, might is right.

"You must hit first, you must hit hard, and you must keep on hitting." That is the motto for the sales department.

You have to be ruthless, relentless, and remorseless. "In warfare, it is perfect rot to talk about civilized warfare. You might as well talk about a heavenly hell."—that is the logic of the matter. But you must have the public on your side, and that is why you must give it service at a low price, and advertise your institutional ideals.

* * *

I wonder what has become of all those theoretic and amateurish economists who were talking during the war about "business as usual" as the fundamentally patriotic thing to do. Everybody was then encouraged to spend as much money as they possibly could to keep "business as usual." Now the economists are telling that we should cut expenditures, save money, "preach thrift."

It is hard to stop a thing when once it is started, and the "business as usual" advertisers are getting what is coming to them. I remember that one amateur economist said "It is a simple law of economics that production is governed by consumption—stop consumption and production will cease of its own accord."

But what if you do as they are doing now, stop production? Then what becomes of consumption? I said then what I say now. It is our duty to increase the net. The trouble of it is now that Labor is continuing the war and so is Capital, but the poor consumer, particularly the great middle class, has been yelling for peace for the last year and a half. There is only one way, and that is to stop consumption, cut down, go back to some of the habits of our forefathers. It is an unpopular idea like almost everything else that should be done.

* * *

I Heard Caruso Sing

The other night I heard Caruso sing. Yesterday I heard the village tenor sing the same song.

The same standards were there—in both cases. Notes, words, composer. Each followed the same schedule, the same instructions—but there were two differences, a voice difference made by a training of natural capacity, and that which made Caruso different from the village tenor—different indeed from a thousand other tenors—his voice, plus his *interpretation* of the standards. Even in music there is opportunity for interpretation, individuality.

Shall we throw away the standard because of that—must we make Caruso a composer, also?

* * *

There is no Percentage in an Annual Calf!

You may have read of the town character who appeared before the Compulsory Work Bureau of his State Council of Defense with a vindication of his vagrancy that he "bought a cow now and then and gave it to a farmer who brought it up for its milk and gave him the annual calf as profit for the gift of the cow!"

This career, profession, what you will, occupied our friend's mind so fully he claimed recognition as a "worker."

What the Director thought of this workless, sweatless and probably payless job history does not say.

But we are reminded.

Did you ever know a salesman who turned over a good line of goods to a dealer with the understanding that the profits which came from the sale of the goods should go to the dealer, provided the "repeat order" came as profit to the salesman?

Did you ever run across any ADDENDA in your reading of the History of "repeat order" salesmen?

A single "annual calf" does not make for a successful stock breeding business, and an occasional repeat order does not make for success in any other line of business activity. Repeat orders must INCREASE, EXPAND, DOUBLE. They must improve in quantity and quality, cover old fields and explore new ones.

THERE IS NO PERCENTAGE IN AN ANNUAL CALF.

There is no profit to you or your company in automatic REPEAT orders. They must be INCREASED orders.

Selling a dealer is only half the job. You must work with him, trim his windows, educate his salesmen, investigate his stock, write his ads, develop his repair department, arrange his floor, suggest new sales letters, inaugurate sales plans, decorate his walls, introduce him to Columbia artists, instruct him in Grafonola mechanism, teach him our catalog, interest him in music, and, after that, go into his problems and difficulties, satisfy complaints, make good mistakes, enthuse his employees, dig up prospects—in one word WORK!

Go to your dealer with the idea of selling him an order, naturally, but also go with the idea of SELLING HIM THE IDEA OF HOW TO SELL THE ORDER YOU SELL HIM!

—*Paul Hayden*

Points for Salesmen

Don't argue—illustrate.

Don't ever tell a prospect that he is mistaken.

Don't wear anthing to attract or concentrate the eye of the prospect on your dress.

Don't ask the prospect a question to which he can say "No."

Don't talk price; talk quality even though your price is low.

Don't run down the other fellow's goods; talk the reason why of your goods.

Don't say anything against the goods on which the prospect looks with favor, for you will offend his judgment, on which every man prides himself.

Don't contrast your goods with those of a competitor, which the prospect has been using or knows about; talk your goods and let the prospect do the contrasting.

Don't talk loud, particularly at the opening of a selling talk; talk low in order to concentrate the propsect's attention by straining his hearing slightly.

Don't loaf on rainy days; they are good days to find prospects in. They haven't so many callers. You don't have to wait, and are permitted to stay longer.

Don't forget that there are more possible orders in a large number of fair prospects than in a few excellent prospects—so work and make a large number of calls.

Don't forget that if your health is better than that of your prospect, you have just that much more power over him.

Don't neglect the fact that legs often make up for brains in getting orders—altho one isn't much good without the other.

Don't neglect to read the trade journals in your line.

Don't smoke in the presence of a prospect unless he invites you to do so. —*Retail Lumberman.*

TAKE OFF THE LIMIT

"I am reading, thinking, and working all the time to make myself a better leader for you. Take off the limit you have placed upon yourself. Go into 1920 to win the best things in life for yourself and family."

—John H. Patterson, President, National Cash Register Co.

How to Make a Committee Produce Results

The inefficiencies of the ordinary committee work are well exemplified in a letter I received from a correspondent the other day. He complained about being unable to get the committee to talk about policies instead of details. The Production Man wanted to butt in on "how an advertisement ought to be illustrated," and the Treasurer thought "about a half page would do instead of a page." Of course neither of the gentlemen knew anything about it, and he said further that "they talked and talked and talked and didn't get anywhere." He could "never get them to get down to brass tacks and make a decision"; and when he did try to nail them down to some definite constructive vote, "they all seemed to want to put it off on the other fellow."

Here is what I told him:

"What your committee needs is an executive, a real executive knows how to handle a committee because he looks upon it as an advisory body. That is all it is. All our democratic organizations need an executive. They need some man who can formulate a decision and then ask them to make it, and a man who is an executive, is supposed to have this skill to make wise decisions and put them before the committee in a way to "sell" to the committee. Before you go into your next committee meeting, have a definite program in your own mind of what you want to do.

"You ought to have a blackboard with an outline of the things to be considered and then have a secretary who is capable of digesting the discussion and putting it into an understandable decision form, read it to the committee, and have it approved. The executive should know what men in the organization can contribute most to the discussion of any particular policy or subject, and he should have those people there prepared to discuss intelligently and to the point. An executive is not interested in opinions, he is interested in definite information, and he should keep the discussion to the point under consideration and not allow it to wander afield. Men who are not willing to meet those conditions, should not be permitted to attend the committee meeting because they have nothing worth while to present to the committee, and they are only a hindrance to proper discussion."

* * *

Is the Worm Turning?

Just as a matter of strategy.

The truth of the matter is that the reason the railroads lost so much money under Government management is because the Labor Unions who really ran the roads did not have sense enough to see that they should make an efficient showing. Then the Public might have fallen for the public ownership scheme. But like all ignorant people, they couldn't resist the temptation to "get it all while the getting was good" and do as a labor leader said in New York the other day, "Consider the public! And say, what do we care for the public. It can't do anything. Them birds will just have to lay down and take it."

THE SALES PHILOSOPHY

"The sales force must be made efficient, loyal and enthusiastic; the dealers must be made permanent and friendly co-operators in the houses selling campaign; and the consumers must be made regular buyers, satisfied users and enthusiastic supporters."

Walter H. Cottingham, President, Sherwin-Williams Company.

Fair and Square

—just as we would expect from The Globe

The above was the comment of a leading Agency man when he heard of The Globe's plan for meeting the present abnormal conditions in newspaper advertising

THE Globe is re-adjusting its advertising rates from time to time as demanded by publishing costs.

To contract advertisers it guarantees the rate for 12 months, bearing itself all the stress of increased costs as they occur. The Globe has rejected the "adjustable rate" clause as a measure of safety to the publisher. It will not be adopted unless the present method fails to meet the situation.

Every effort will be made by The Globe to maintain the relations between the General Advertisers, the Advertising Agencies, and itself on an even keel. There need be no violent fluctuations or departure from present policy, so far as can be foreseen, now if all three forces co-operate.

Six weeks' notice was given of its rate increase on July 1st. During that time renewals of ***expiring*** contracts were accepted and new contracts for 12 months were received at the old rate, subject only to the use of space by July 31st. This policy gave every advertiser and agency the protection of the old rate in every case where it was deserved.

Renewals of contracts, now expiring, must be given ***promptly*** to fit in to The Globe's plan of "Fair and Square." In the interest of all advertisers and all agencies there should be no "over-running" of space by the few. Preferences cannot be granted if The Globe's plan of stabilizing conditions is to be successful. The "Fair and Square" deal merits support of all who wish fair and square conditions in newspaper advertising.

The Globe maintains higher subscription rates than any other Toronto paper. The Globe carries more General Advertising than any other Toronto paper.

W. G. JAFFRAY
President

The Globe
TORONTO

Wm. FINDLAY
Bus. Mgr.

Member Audit Bureau of Circulations

BRANCH ADVERTISING OFFICES

UNITED STATES
Verree & Conklin, Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.

CANADA
EASTERN OFFICE
303 McGill Bldg., Montreal, Que.
J. R. Hamilton, Mgr.
WESTERN ONTARIO OFFICE
25 Hughson St. S. Hamilton,
J. P. McBride, Mgr.

GREAT BRITAIN
T. R. Clougher,
Royal Colonial Chambers,
17 Craven St.,
London, W. C.

The Travelling Demonstration

Among the interesting ideas advanced at a recent sales conference was an elaborated plan to use twenty-three one-ton trucks in certain country districts. The trucks were to be specially fitted with closed bodies, on the English caravan plan, and fitted with demonstration outfits of the articles to be sold, together with samples of all lines. The plan is under serious consideration.

* * *

The National Cash Register Co. has always been a consistent user of direct-by-mail advertising. A recent issue of the N.C.R. shows nine new testimonial books, covering as many lines of retail trade, for distribution throughout the English-speaking North America.

* * *

A Copy Story and a Moral

His second cream puff he finished at exactly three hours and five minutes after noon.

"I'm sorry, old top, to have to leave this festive confab, but the fact is I've a full-page Saturday Evening Post advertisement to get off before closing time tonight—and I haven't done a tap at it yet." With a quick gulp of black coffee, this bright and shining light among advertising agents took his Malacca stick and a hurried departure. And while I was waiting for the Italian to bring the check I said to myself, says I:

"Why don't you, old top, do as these fellows do? Get a speed on yourself! You can slap together a five-thousand-dollar advertisement in three hours—of course you can. Then why sweat blood over good copy? Phrase-making isn't everything. Why be squeamish about new ideas? There are plenty of second-hand ones lying about loose. You fuss around for days with layouts and demand all sorts of things in the name of *beauty* and *distinction*. But what's the use? These fellows who are doing just about what all the other fellows are doing, get away with it. It's easy. Grind it out of the hopper—that's the caper. But of course, you won't do that, old top. You always were a determined cuss, a damned stickler for—"

Now, I don't like to be called names. So I quit the place right there all fussed up, leaving the cash I had intended to give the red-headed Red Cross girl in the lobby to that grasping pirate of a waiter—to the swarthy waiter, the old top.

—*Glen Buck*

* * *

How?

Produce—Produce—Produce! yells the economist.

Produce—Produce—Produce! yells the banker.

Produce—Produce—Produce! commands the manufacturer. And so on, the consumer, and now, finally, the ever-ready-to-fall-in-line politician.

"But why?" asks the worker —"to cut down my wages? Oh no!"

"How?" asks the Manager, when the worker won't work?"

Here is a fine chance for the economist, the banker and consumer to get together and show us *how*.

* * *

Had Langley Known the Uses of Printers' Ink

Samuel Pierpoint Langley did a great scientific work for the development of the flying machine. He found the answer, but he failed. The reason why he was not a success, however, was largely due to the fact that he did not appreciate the value of printers' ink. Probably most of you remember the experiments that were carried out on the house-boat in the Potomac River, where Langley's great flying-machine was for a long time anchored, preparing to make a flight that would forever demonstrate the rightness of the principles on which it was constructed. Langley, however, had an idea that reporters of newspapers were simply foolish persons, made to annoy scientific men. He held them in profound contempt, because they were laymen. The consequence was that the newspapers reported every failure and minimized every success. They do not understand the scientific principles involved and made fun of the short, curt suggestions that Professor Langley made. Entirely through accident, two of the attempts to make the machine fly failed. The accident part of it was minimized and the failure was magnified. When at last Langley tried to get an extra appropriation from Congress, public sentiment was against it and he ran no opportunity of getting it. He ultimately died a disappointed and embittered man, ridiculed on every side.

* * *

I noticed in Admiral Fisher's two volume "Memories and Records" the other day that he damns the talkers in his usually picturesque fashion. I wonder why it is that these two-volume philosophers take up so much time condemning their own method.

* * *

Look at the crowds in the stores. The vast majority "know the price of everything, the value of nothing."

* * *

Peace, not victory, is the test of revolution.

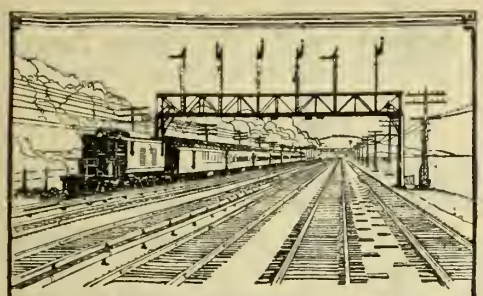
* * *

A Peptimist goes in the back door when the front is shut; the window when the back is shut; the chimney when the window's shut and blows off the roof if the chimney's shut.

* * *

"THE young men who have been vexing society these last years with regenerative methods, seem to have made this mistake; they all exaggerated some special means and all failed to see that the Reform of Reforms must be accomplished without means. . . . Those who are urging with most ardor what are called the greatest benefits to mankind, are narrow, self-pleasing, conceited men, and affect us as the insane do. They bite us and we run mad also. I think the work of the reformers as innocent as other work that is done around them; but when I have seen it near I do not like it better."

—*Emerson.*



Our Method of Train Protection

NEW YORK CENTRAL LINES

AN engineman's hand on the throttle will start a train running, but if that train and all other trains of our system were not controlled in their starting, running and stopping, chaos would result.

OUR method of safeguarding trains in operation is the result of years of patient labor by scientists who have devoted their lives to this art. No school or college teaches it. It can be learned only in the practical school of railroading. It has been developed until to-day its certainty of operation is assured under any weather conditions, in all climates, at the Grand Central Terminal with its 2700 train-movements a day or on a single-track road with only a few trains in twenty-four hours.

TRAINS are controlled in their movement not by what the public sees—semaphore arms or lights or a combination of both, which are mechanical signals set so the engineman may read and "stop" or "proceed" with his train—but by an invisible agency called the "track circuit" of which these signals are the visible expression. The rails of the roadway are so connected with wires as to form a path for conducting electricity supplied by batteries to controlling devices known as relays.

FOR operating purposes the railroad is divided into "blocks" each having its signal. Each block is controlled by this track circuit. The signals are operated and controlled through the track circuit relay, when interrupted by the wheels and axles of the cars passing over the tracks in a given block, thus automatically safeguarding the train against interference or collision with approaching or following trains.

WHEN the tracks are clear of trains, the signal indicates "proceed" as the flow of electricity in the track circuit is uninterrupted. If the tracks should be damaged by a break, a washout or other accident, the interrupted track circuit would set the signals at "stop," holding up all trains until repairs were made. The track circuit and its signals are supplemented by men and machinery—the men to direct and operate, the machinery to control signals and switches.

OUR train protection system already represents an investment of several million dollars, and is being extended and improved wherever possible at considerable additional expenditure. Thus we endeavor to assure the safety of the lives and property entrusted to our care so far as modern science can do it.

THE NEW YORK CENTRAL LINES

BIG FOUR - LAKE ERIE & WESTERN - MICHIGAN CENTRAL
BOSTON & ALBANY - TOLEDO & OHIO CENTRAL - PITTSBURGH & LAKE ERIE
NEW YORK CENTRAL AND SUBSIDIARY LINES

Proofsheet No. 5.

Our Method of Advertising Protection

When the New York Central lines sought a medium in London for exclusive use in advertising their method of train protection in London and Western Ontario, they chose

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

We have protection to offer too. The protection of A.B.C. audit reports and a reputation of nearly three quarters of a century's standing.

The London Free Press

Branch Offices:

MONTREAL - -	E. L. McArthur - - - - -	224 St. James St.
TORONTO - - -	E. J. Guy, - - -	Room 302, Royal Bank Building
CHICAGO - - -	C. W. Wallis - -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall - - - - - - -	341 Fifth Ave.
ENGLAND - - -	Robt. Houston - -	1 Arundel St., W.C. 2, London

A "Non-Producer" Who Saved a Business, and a Lesson

The other day a great manufacturing business was turned back to its stockholders, after being for a year and a half in the hands of a professional re-organizer.

It was returned on a profit basis after never having paid a dividend in eleven years.

I was looking over the last quarterly report for 1919.

It has cost the business $42,000 for the services of the reorganizer and his staff.

The sum was charged to non-productive expense.

Is it any wonder that the Communist and the I.W.W. type of agitator can make their ignorant followers believe that labor makes all the money—that "productive labor is responsible for all the wealth when our own books of account tell such fool lies?

The truth of the matter is—Labor does not create wealth. All history disproves the claim of Labor. As Harrington Emerson recently said:

"Countless millions have failed, have lived and died without producing wealth. Labor, unguided, unsupplemented, produces only enough to keep itself alive. (We see it in the demand for a four-hour day, and a reward beyond its economic value—Editor). Wealth is the surplus above elemental needs. It is something saved that might have been squandered—during the last century production has increased as never before. Not by harder work on the part of the many, but by intelligent combinations, by the few, of materials otherwise worthless, of savings otherwise unproductive, of labor otherwise futile."—*E. St. Elmo Lewis.*

* * *

Priestman's Plan of Fixing Wages

Details of a scheme adopted by a firm of machinery manufacturers which has increased its average output by 50 per cent. have been made public by the Higher Production Council of London, England. The Priestman scheme, as it is called, is based on the principle that a number of men can produce by ordinary effort a certain amount, known as the "standard," but by increased individual effort this can be exceeded. Every employee receives a percentage on his wages for all output in excess of the standard. Thus, if the output is increased by 50 per cent., a fitter earning $12.28 a week, would receive $18.42.—*Scientific American.*

* * *

"Do you eat just because it's twelve o'clock whether you're hungry or not? Then you're wasting good grub and developing a case of indigestion. Every man who schedules advertising insertions every Tuesday, Thursday and Saturday for a year is doing the same thing in a business way. Hold your money till the need appears—then don't be afraid to spend it in a big way."—*Pelletier.*

* * *

Prophecy

The other day I was travelling from New York to Chicago on the "Twentieth Century" with an officer in the Quartermaster's Division of the Army who offered to bet me $100 that, "Inside of ten years the vast majority of the street railway cars will be motor buses." I told him—"You've taken my side of the bet."

LATER—The Broadway (N.Y.) Merchants Association has petitioned the New York Aldermen to replace the street cars with motor buses.

* * *

"I want business men to be economists, not tradesmen, and by that I mean men who never take a step without considering its effect not merely upon their own business but upon the industry which they represent and upon the country as a whole. 'America first' became a catch phrase after the European conflagration began. I hope that when the war is over, we shall still cry 'America first,' but with a new and more patriotic meaning in business. It has served its purpose in awakening distracted aliens to the duty that they owe to the land of their adoption; let it also serve to remind merchants and manufacturers great and small that their business is the country's business, and that they cannot blunder along in the old way if the United States is to remain a great, prosperous nation with a flourishing export trade, and that we need all the sagacity and vision with which we are endowed to hold the great commercial advantage that Europe's self-inflicted suffering has given us."—*Waldemar Kaempffert*

The Seven Tests

1. Is there *aptitude* for the different jobs in the organization?

2. Is there *co-ordination* between parts?

3. Is it operated under *hygienic* rules?

4. Does it create new *joy in life* among its people?

5. Has it a high sense of *duty*?

6. Is there a liberal allowance for *education* and development?

7. Is it making contributions to the *industrial betterment*?

* * *

Who Will Rid Us of This Pestiferous Creed?

The other day the papers carried this statement:

"The Federation of Labor program includes (according to Frank Morrison, Secretary of the Federation): Elimination of unemployment by keeping up the standard of wages, thereby giving each individual increased purchasing power to the end that there may be increased production."

Think of it! The story has worked out to an entirely different end. We have kept up the standard of wages, so that the worker will have more to spend, and have cut down the hours so he will have more time in which to spend it, and he is cutting output to make the job last—then, prices rise, of course, so he now demands more money, and so on. The labor economist's economy has one serious defect—it doesn't work.

* * *

Things of importance may often have low visibility. The most dangerous fighting unit in the navy was the submarine. So the most dangerous conditions are those that do not appear on the surface until after the danger is done.

* * *

Let there be one very definite thing understood, that the cost of extra supervision does not come anywhere near to as great a sum as the cost of useless equipment by which many managers attempt to obtain that volume of production which will return dividends on their capital. The great trouble is cost of supervision is charged to expense, and cost of equipment is treated as an investment. The natural consequence has been that inasmuch as we do not invest in brains, but treat it as an expense, we are greatly over-equipped and under-brained.

* * *

"Advertising copy that has been 'revised' by several is at best a compromise—which is to say a defeat."—*Pelletier.*

A Square Deal for the Advertiser

"Guide" Subscribers take Bigger Share of Higher Production Costs

Since 1914 the advertising rate of the Guide has increased **33%** on the per line per thousand basis

Since 1914 the subscription price of the Guide has increased **100%**

Twice during the past five years The Grain Growers' Guide has increased the subscription price to its readers.

Now that publishing costs have increased so tremendously we announce a subscription price of $2, thus distributing the increased cost more equally between advertiser and subscriber.

The Grain Growers' Guide has the highest subscription price of any farm paper covering Western Canada —and the largest net paid circulation. The Guide is the only paper in this field which has increased its subscription price to allow the reader to pay his portion of the increased cost of publishing.

The Grain Growers' Guide

WINNIPEG

Rate 60c. per Agate Line

Covers Manitoba, Saskatchewan and Alberta

CIRCULATION: July 28th, Total Net Paid, 75,379

Manitoba	Saskatchewan	Alberta	Sundry
19,638	34,988	18,539	2,214

ADVERTISING OFFICES AT:—1478 Broadway, NEW YORK 53 Yonge St., TORONTO 290 Vaughan St., WINNIPEG

The Book Every Buy

Seventh Successful Annual Edition With Ne

Marvels at its Completeness

"The completeness of your advertising book has always been a matter for wonderment. The arrangement of the matter seems to be as perfect as anything which has come to my notice." F. T. Stanford, Canada Life Assurance Co., Toronto.

Found it Absolutely Invaluable

"We have used LYDIATT'S BOOK in connection with our Canadian advertising during the past four or five years, and have found it absolutely invaluable. It has not been found wanting in any particular." W. A. McDermid, Sales Manager, The Mennen Company, Newark, N.J.

A Great Convenience Almost Daily

"Won't you accept a word of appreciation of the excellent way in which data in your rate book is compiled. We find it a great convenience almost daily. It is a very compact compilation." H. S. Van Scoyoc, Canada Cement Co., Montreal.

Indispensable in Their Work

"We have found your book very complete and convenient. We do not recall anything that we have wanted in connection with Canadian papers that is not in the book. It is indispensible in our work.' Proctor & Collier Co., Cincinnati, Ohio.

Of Inestimable Service

"In every way a very admirable little publication. It has proven of inestimable service to us from time to time." A. E. Ames & Co., Toronto.

Notably Accurate

"We think your book is a most excellent production, notably accurate in the matter of data for the Canadian press, handy in form, concise in its information, and generally most useful for anyone engaged in the work of advertising." Mather & Crowther Ltd., London, England.

Of Great Value

"A most useful reference book—has been of great value to us in connection with our Canadian advertising." Veno Drug Co., Manchester, England.

Very Useful in Their Office

"We have found LYDIATT'S BOOK to be very useful in our office, and in our opinion it is quite complete in every respect." Edmanson, Bates & Co., Ltd., Toronto.

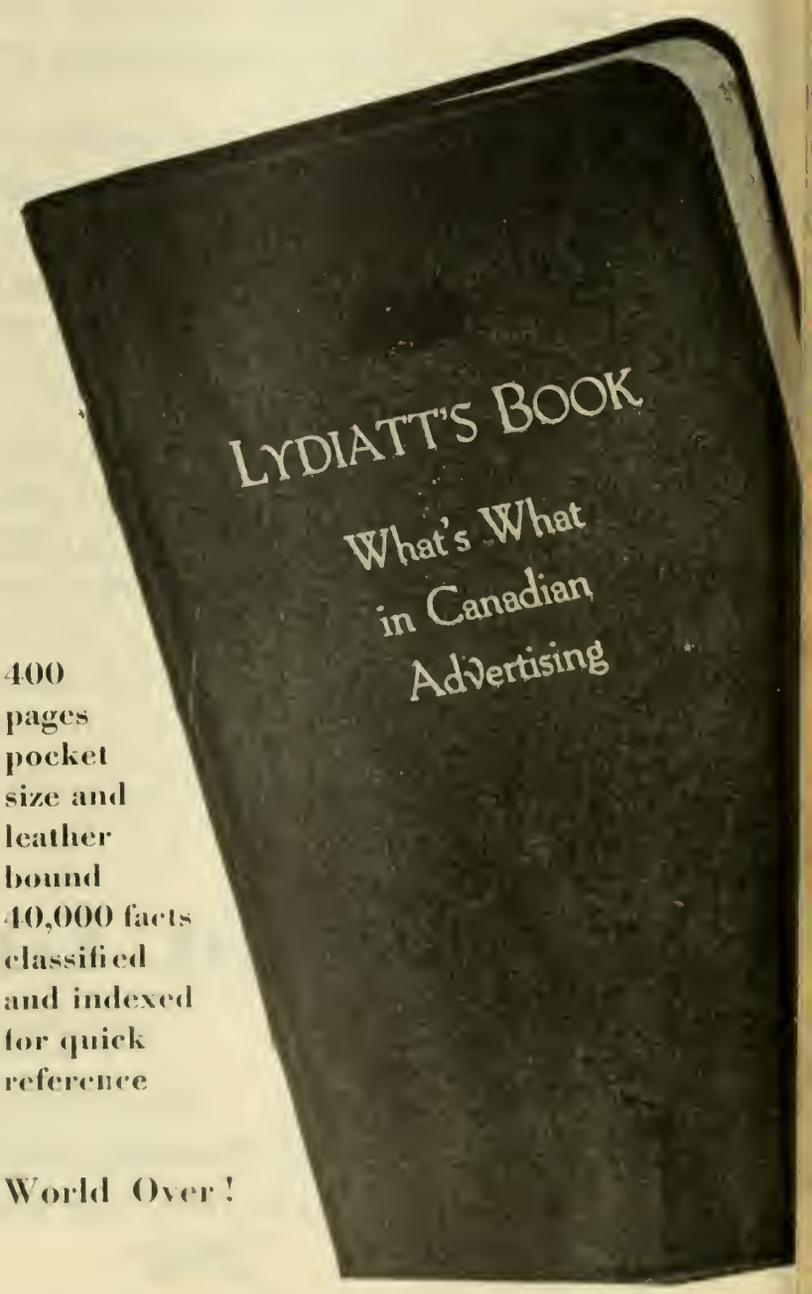
"We find the data in your book very valuable and refer to it almost daily." G. F. Morrow Atlantic Sugar Refineries, Montreal.

"It is quite the most valuable book of its kind that I know of. I seldom go into a conference where such matters as media and rates are going to be discussed without this book in my pocket." D. J. Beatty, Northern Electric Company, Montreal.

"We have found your book very helpful" George Batten Co., New York.

"I consider your book the most valuable mine of information and one which should be in every advertising manager's desk" W. M. Mackay, Lever Brothers, Limited

Not until you see how much information it contains that you need almost daily can you fully appreciate how useful it will be to you.



400 pages pocket size and leather bound 40,000 facts classified and indexed for quick reference

No Other Book Just Like It the World Over!

)f Advertising Needs

20 Data and Advertising Rates Now Ready

RE is a concise compilation of the facts and figures about Canada and Canadian advertising mediums to which advertisers have most frequent occasion to refer. All the things l to know yet hard to remember, conveniently classified in a ct little book. For example:

ting Statistics

exceptional detail, variety and completeness, carefully revised up-to-date, occupy page, 24 to 378 Here are the latest census figures of manufactures, agriculture, population distribution, race, religion, occupations, earnings, number dwellings and families, etc.); ank clearings, building activity, number autos, retail stores, industrial payroll by cities, nports, exports and other trade figures---literally thousands of up-to-date figures indicating rade conditions and market possibilities.

Newspapers

very daily in Canada listed on pages 25 to 78, (with characteristics of each province and ity graphically described), with carefully checked data showing advertising rates, latest irculation figures, (divided to show local out-of-town, net paid and gross average---compared with previous year) column sizes, which use mats or unmounted plates. Essential nformation for any advertiser who wishes to buy intelligently. Also condensed data leading U.S dailies for comparison.

zines and Illustrated Weeklies

are listed on pages 92 to 105, showing column sizes, closing dates, net paid and gross irculation compared with year previous, current advertising rates. Also tables showing listribution of their circulation by provinces---volume of advertising carried---and comparative rates and Canadian circulation of U.S. magazines.

ultural Publications

are listed on pages 106 to 123, showing column sizes, closing dates, net paid and gross irculation, and current advertising rates. Also distribution of their circulation by provnces---volume of advertising carried by each---and comparative rates and circulation of epresentative U.S. farm papers.

e, Technical and Class Publications

are listed on pages 125 to 153, showing field covered, column sizes, closing dates, circulation and advertising rates---indexed by classes on pages 154 to 156.

r and Street Car Advertising Data

s given on pages 164 to 188, showing poster locations and rates in each city, names of plant owners, etc.---list of cities have street cars, number passengers carried and rates.

tory of Advertising Agencies

will be found on pages 189 to 254, with complete lists of advertisers for whom they place business in Canadian publications. Also list of foreign representatives of Canadian publications.

aving, Printing, Type, Postal, Customs

and other desk data frequently needed by every wide-awake advertising buyer---showing specimens and costs of engravings, display type specimens, paper and envelope sizes, proofreading marks, postal and customs regulations and rates, trade mark and copyright regulations, express rates---list of Canadian house organs, catalogue of best business books, suggestions for preparing copy, etc.

accurate, so complete, so useful, that like many other advertisers, you'll r how you ever got along without it. Not a mere directory, but a comlata and rate book for advertisers---strictly independent and impartial. ispensable to the advertiser as a time-table to a traveller.

Buy Your 1920 Copy Now
and get twelve months use of it.

l data condensed, classified and indexed for easy reference. Pocket-size, ntially bound in genuine leather, gold stamped. Seventh year of sful annual publication. Postpaid to any address, $3.00 a copy. ilable only from the publisher.

Complete in Every Detail

"We wish to congratulate you upon the excellence of your advertisers' guide book. It seems complete in every detail." Ford Motor Co., Ford, Ont.

Most Useful

"Your book is most useful to this agency and I, personally, find it invaluable." Consolidated Advertising Service, Toronto.

An Extremely Useful Book

"An extremely useful book — we have long needed something of this nature. You are to be congratulated on the thoroughness with which you have met our requirements." Frank Presbrey Company, New York.

A Desk Companion

"I am sending you one of the copies that has been in use in our office. Its well-thumbed condition shows how much it has been used. Will continue to be a desk companion." A. J. Denne, Smith, Denne & Moore, Toronto.

Most Comprehensive

"It is the most comprehensive thing of the sort I have seen. Contains much information never before combined in one volume, and will prove very valuable." F. W. Hunt, Massey-Harris Co. Ltd., Toronto.

Hardly a Day He Doesn't Refer to it

"There has hardly been a day on which I have not had occasion to refer to it for something. For the selection of publications to carry Goodyear advertising it is my "advertising bible." Advertising Manager, Goodyear Tire & Rubber Co., Toronto.

An Invaluable Book of Reference

" LYDIATT'S is an invaluable book of reference. It is a matter for regret that its example cannot be emulated over here. No agent can have as his keynote 'Disinterested in any newspaper' and also run a directory." Clarke, Son & Platt Ltd., London, England.

"Very valuable indeed as a handy reference book." E. Sterling Dean, Advertising Agency, Toronto.

"We find LYDIATT'S BOOK of great service, it is my pocket companion." Federal Advertising Agency, London.

"Send us a copy of your new edition as we are now planning our campaign for 1920 and this would be of considerable service." McClary Manufacturing Co., London.

" All the information I need is contained in your book 'What's What.'" Wm. Wrigley Jr. Co. Ltd.

"A very excellent compilation of its kind." Ames Holden McCready, Ltd., Montreal.

"A veritable mine of information." Mitchell's Advertising Agency, London, England.

"We have found the information contained in it not only valuable but easily accessible." Penmans Ltd., Paris, Ont.

A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.
ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XIV, No. 10 AUGUST 15th, 1920

Waiting for Demand to Catch Up

Our manufacturers and economists have been urging the need for greater production. Only by producing more could our most pressing problems be solved.

But evidently this applied only to the other fellow, principally the wage-earner, whom we desired should produce more so that our costs might be lowered. When more-production shows any signs of slumping prices in our market we seem to see only one solution—stop the production.

For after months of more production gospel from the higher-ups we seem to have reached the point where supply is beginning to catch up with demand, and in some lines exceed it. Signs of this are seen in the news of various factories closing down, shutting off production, rather than glut the market and bring about a price-tumble.

When demand is plentiful and supply is short we do not hesitate at any investment required to speed up the supply. But when supply becomes plentiful and demand is lacking it never seems to occur to the average manufacturer that an investment in *speeding up demand* would be the logical way out of the difficulty.

It is perhaps to be expected that most manufacturers are able to think only in terms of production. They look upon production as something flexible, to be adjusted as occasion requires to meet the fickle fluctuations of demand. So when goods do not move in accustomed or expected volume, they do not appear to consider the possibilities of increasing demand as an alternative to stopping production.

Supply may be adjusted to demand by stopping production. But the situation in many instances could be better met by adjusting *demand to supply*. It can be done—has been done in scores of cases. Three years ago the "demand" for raisins amounted to one pound per capita. By advertising, the demand has been increased to three pounds per capita. Demand *can be* created. It can also be stimulated. Is it not the manufacturer's duty to his stockholders and workers to devote his energies to providing more power to move his product rather than quit when the pull of demand eases off.

Too many of our manufacturers have developed insight at the expense of outlook. They are mere makers, not merchants. Every successful merchant knows that a buyer is one who *wants* an article more than he wants the price. Skilful marketing, therefore, consists in creating and strengthening the wants of the people. We must either give people what they want—as we endeavor to do when demand is ahead of supply, or *persuade them to want what we've got*, as becomes necessary when supply exceeds demand.

The manufacturer who is a quitter will lay down his tools and wait for demand to catch up with him. But such substraction of production does not add to the country's wealth. The need is not for stoppers, but for self-starters.

* * *

The value of a salesman must be measured by positive facts and definite figures. Keep records, analyze them, study them. No matter what the conditions, how difficult the task, or how earnest the worker, results only can be considered.

* * *

Mouse Trap Methods

Some publishers would have us believe that people do not read advertisements. Probably this is true—of some advertisements, and of some people, and of some publications. But one hardly expects a publisher to advertise the fact that his readers are not supposed to read the advertisements.

We refer particularly to one of the varied stunts which some publishers "fall for" with more or less regularity—some bright young man's idea of a scheme to get a group of special advertisements. A prize is offered the person who will "read all the advertisements in this issue" or on "this page"—not to learn what is advertised, but to find missing letters or mispelled words or something else that's lost or out-of-place. (The whole scheme is out of place, in our opinion.)

Such a prize offer assumes, of course, that possible buyers of the advertisers' goods would not be likely to read the advertisements, unless some such trick or prize bait traps them into it. Which may or may not be true. It depends largely on the type of reader, character of publication, and on the advertisements.

It is an old-fashioned idea that the public must be tricked into reading advertisements. Yet it still persists even among publishers who apparently do not highly regard the value of their space. Also it persists among advertisers, as witness the attempts to trick the reader with fake bargains or specious special sales, also the vogue of "reading-matter-style" advertisements, the efforts of free-publicity parasites, and others who fear to rely on a straight-from-the-shoulder bid for patronage. Probably the method and the bait proves best for catching suckers.

* * *

The production campaign last year taught some new back garden enthusiasts that there's more to it than simply planting seed in the spring and picking the vegetables as you need them for the table. There are people who have been similarly disillusioned about advertising.

SPOTLIGHTING THE SMALL ADVERTISEMENTS

Given the benefit of some thought and a little ingenuity the small-space advertisement stands a first-rate chance of getting attention. Smaller spaces having become necessary in many cases it is worth while studying how they can be made effective.

Written for MARKETING by W. G. COLGATE

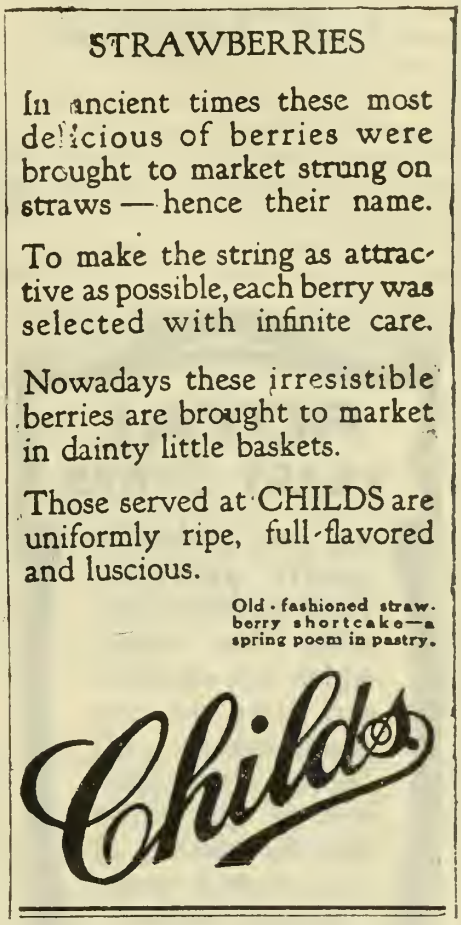
"WHAT chance" observed a pessimistic advertiser the other day, "has a small (he said dinky) advertisement these days, swamped as it usually is by rafts of quarter-page and half-page advertisements on the same page? About as much chance as a snowball in Havana, I'll say!'

No doubt, there is much to be said in favor of this view. Still the situation is not half as bad as our critic paints it. The fact is the small space advertisement if properly prepared, as it ought to be, stands a first-rate chance of being noticed in the crowd. Nor need it be a 450 line advertisement at that; nor yet occupy an island position. All that is really required is the exercise of some thought and a little ingenuity on the part of the copy-writer or the layout man. Examples abound in the advertising columns of the newspapers and magazines, which indicate the general possession of the qualifications to a far greater extent than might be supposed. Unfortunately, however, the discouraging opinion of the advertiser quoted is much more prevalent than it should be.

The advertisements shown here have been selected for the purpose of illustrations, not precisely because of any artistic merit they may have, but because they furnish actual evidence of what can be done with small space. They were clipped from several current newspapers and magazines, which were at hand. Probably there are better examples of the art of advertisement designing extant, but these were selected primarily because they are what may be termed eye-catchers. They were the advertisements first noticed when the periodical or newspaper was glanced over in search of a delectable news item or interesting story. That they attracted special and favorable attention in this way is perhaps sufficient proof that they fulfil in a large measure the obligations imposed on advertising of this kind. They may, therefore, be considered worthy of close study by the advertisers who seeks to override as far as possible the obvious restrictions set by small space.

Those advertisers, for instance, who believe that carefully "worked up" drawings are required for newspaper advertising would find themselves repaid by a minute's study of the clean, incisive lines, solid blacks in opposition to open spaces, that render the Abbey's Salt advertisement effective. Among all the advertisements on the page it was the first to catch and hold the critic's eye. This little advertisement, correct in balance and proportion, is held together in its related parts by the skilful manner in which the artist or layout man has arranged the various groups which compose it. Observe how the direction of the display line leads the eye from the bottle of salt to the figures at the right, thus establishing a direct and obvious connection between the two. The black circle throws the mother and child into bold relief, while the hand-lettering, usually excellent in this case, adds a note of distinction to the whole composition not possible with ordinary type. Just what part the circle plays in the attraction power of the advertisement may be easily determined by the simple process of cutting it away or painting it out with Chinese white. The experiment will prove interesting if nothing else. Certainly it's a good way to test a principle for soundness.

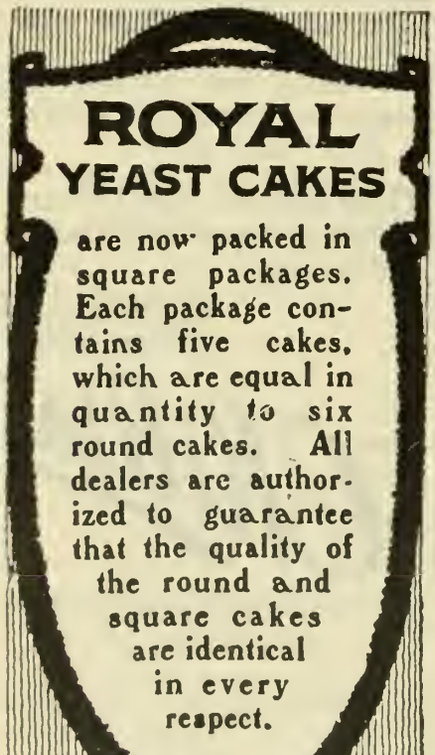
But how are we to apply such a test to the Child's advertisement, which is almost a total negation of the principles exemplified by the Abbey's layout? Fortunately, we


STRAWBERRIES
In ancient times these most delicious of berries were brought to market strung on straws — hence their name.
To make the string as attractive as possible, each berry was selected with infinite care.
Nowadays these irresistible berries are brought to market in dainty little baskets.
Those served at CHILDS are uniformly ripe, full-flavored and luscious.
Old-fashioned strawberry shortcake—a spring poem in pastry.
Childs

Attractive by its very simplicity

Effective use of black and white, yet refined in treatment

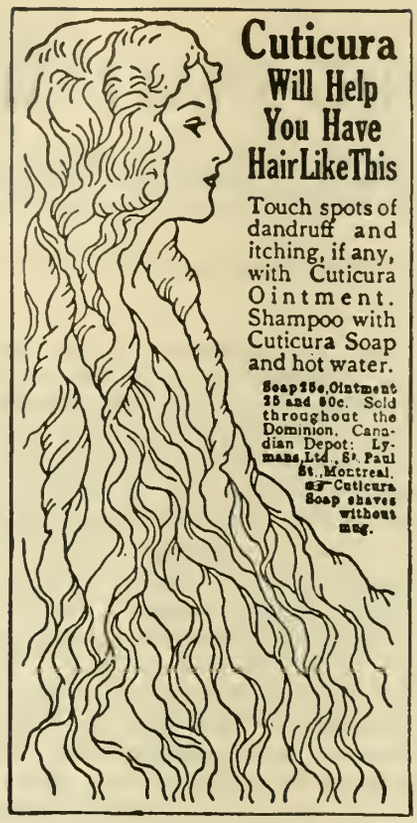
don't need to. The methods which can be profitably employed to give an outstanding prominence to a small advertisement are so many and so varied as to be limited only by the invention and resourcefulness of the designer. The attractions of the Child's layout arise from the clear, legible, antique type in which it is set; the careful and open spaces between the lines and paragraphs, and the necessary contrast and emphasis gained by the black hand-lettered signature at the foot. By setting the last three lines in smaller type and putting them at the side, an oasis of white is secured which makes an agreeable place for the eye to rest. The copy, too, with its interesting historical reference has a decided newsy flavor. It is only fair


ROYAL
YEAST CAKES
are now packed in square packages. Each package contains five cakes, which are equal in quantity to six round cakes. All dealers are authorized to guarantee that the quality of the round and square cakes are identical in every respect.

A broken ellipse; interesting because of its strength and skillful handling of type, border and background

to say, however, that the advertisement, which is one of a series issued by the Child's restaurants, acquires additional prominence by reason of an island position at the top of the page. Even without such aid, it would still manage to make itself seen because of the pleasant contrast it would afford to the heavy black and often over-displayed advertising which surrounded it.

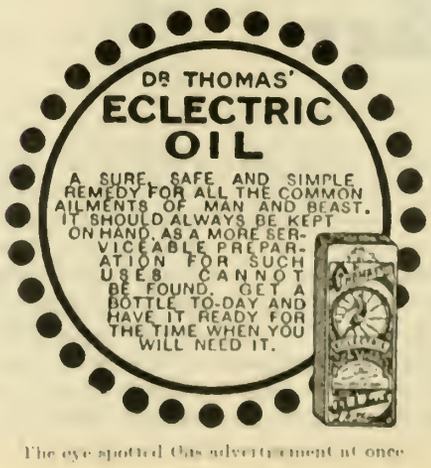
Frankly opposed to it in treatment is the style of the Royal Yeast advertisement. Here we have a fair example of the effect obtainable through the simple arrangement of the three elementary "colors" of newspaper advertising—black, white, grey. The elliptical shape of the


Cuticura
Will Help
You Have
Hair Like This
Touch spots of dandruff and itching, if any, with Cuticura Ointment. Shampoo with Cuticura Soap and hot water.
Soap 25c, Ointment 25 and 50c. Sold throughout the Dominion. Canadian Depot: Lymans, Ltd., St. Paul St., Montreal.
Cuticura Soap shaves without mug.

The closer it is crowded by black borders and type the more it stands out

composition broken by the scroll panel at the top is, perhaps, next to the circle, the most attractive layout for a small advertisement. Note how the full value of the white is secured by the background of fine gray lines. The intensity of the blacks is also accentuated by the same means.

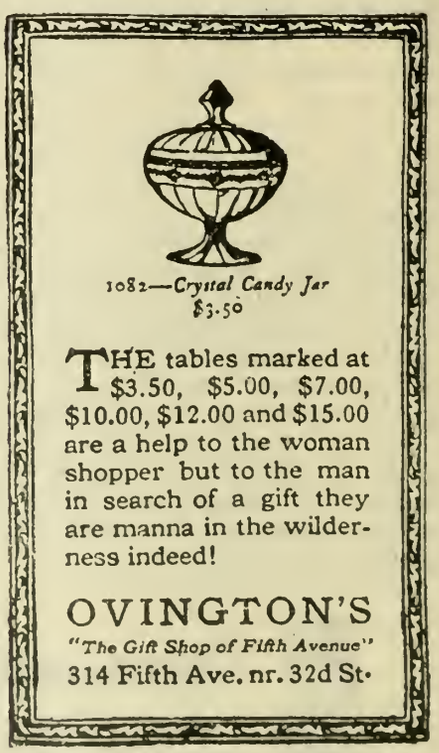
Cuticura advertising has long since been made familiar and famous by its outline drawings which would serve to identify it even though the name Cuticura were omitted. There is something pleasing and refreshing about cool, clean lines; something naive and wholly uncommon that the eye is intrigued almost before the mind is aware of it. Perhaps this is one reason why the advertisers of Cuticura Soap have retained this type of drawing and have made it an integral part of their advertising, possessing as it does great cumulative value. At any rate we may presume


DR THOMAS'
ECLECTRIC
OIL
A SURE, SAFE AND SIMPLE REMEDY FOR ALL THE COMMON AILMENTS OF MAN AND BEAST. IT SHOULD ALWAYS BE KEPT ON HAND, AS A MORE SERVICEABLE PREPARATION FOR SUCH USES CANNOT BE FOUND. GET A BOTTLE TO-DAY AND HAVE IT READY FOR THE TIME WHEN YOU WILL NEED IT.

The eye spotted this advertisement at once

that Cuticura advertising, small in size though it may be, has been successful and that its peculiar physical charm have had not a little to do with that success. It may be well to remember, moreover, that such advertising is "fool proof;" for no matter how poor the paper or ink, or how hasty the press work, it will always print well. The absence of fine shading or big solid areas leaves nothing to fill in or print spotty. Its atmosphere of airness and coolness, moreover, makes it an admirable form of advertising for the warm weather.

The possibilities of the circular layout in a very limited space are well suggested by the advertisements of Dr. Thomas' Electric Oil and Venus Pencils. The separate black circular spots in the one case seem


1082—Crystal Candy Jar
$3.50
THE tables marked at $3.50, $5.00, $7.00, $10.00, $12.00 and $15.00 are a help to the woman shopper but to the man in search of a gift they are manna in the wilderness indeed!
OVINGTON'S
"The Gift Shop of Fifth Avenue"
314 Fifth Ave. nr. 32d St.

Beauty, dignity, character with marked and pleasing individuality

to make the advertisement fairly scintillate like an electric sign. The text would be far easier to read were it set in lower case instead of all in capitals. There is just a little too much copy for comfort. Apart from these defects, the composition of the advertisement is such that it would be practically impossible to bury it. It stood out in the page like a lit match in a dark pantry. The chief merit of the Venus Pencil Advertisement is that the component parts are so related that the reader gets the message at a glance. The name, the trade mark, the product are displayed so as to impress themselves forcibly on the reader's mind. By letting the name plate and the pencil break the circle, space is acquired or saved, as you may prefer

Maritime Securities
Through our seven different offices in this and the Maritime Provinces (all connected by private wires and with New York) we furnish an excellent investment and stock exchange service. Write for our latest list.
F.B.McCardy&Co.
Members Montreal Stock Exchange
194 ST. JAMES ST., MONTREAL

This design is at once appropriate and striking

it, and the composition gains in interest. Not only that, but the display which would have otherwise been very small is now quite large and prominent. The line beside the nameplate, would have been improved by setting it in blackface type. At present it is a trifle weak and overshadowed by the blackness of the lettering opposite.

Jewelry advertising in Canada, with one or two notable exceptions, is not as good as it might be. Special interest therefore attaches to the Ovington advertisement, quite apart from its usefulness as an example of artistic and sensible small-space advertising. In proportion, color, harmoney and balance it may well be considered a model of its kind. The antique border blends beautifully with the antique type and the quaint candy jar drawn in rather archaic style. The appearance of the text is saved from monotony by the suitable introduction of old-style italic. Properly proportioned white sets off, like a mat around a picture, an advertisement that is well nigh perfect. The copy itself is a pattern of condensation.

But why, argues some one: "can't I get a set-up like that?" It can be done if an advertiser is willing to spend some time and money on his

Strong in emphasis and attraction power

Do buyers prefer your products as they should

?

CANADA purchased from the U. S. in January of this year goods to the value of $72,857,056 as compared with $55,695,952 in the same month last year. These figures indicate how urgent is the need for constructive and educational advertising of Canadian-made goods.

CERTAINLY, Canadian products are as good and often better than the imported article. Our experience gained from solving advertising problems of various kinds is at your disposal for the planning, writing and placing of advertising that will win the confidence of the reader and the good will of the dealer. An interview involves no obligation, and may be arranged to suit your convenience.

"It's All in the Service"

Norris-Patterson

Limited

ADVERTISING AGENCY

10 East Adelaide St. **TORONTO**

232 St. James St. **MONTREAL**

Retail Merchants in Southern Alberta are preparing for big fall trade

The Lethbridge Division of the C.P.R. expects to harvest a 30,000,000 bushel crop.

Mines on the Lethbridge Division of the C.P.R. are shipping 195 cars of coal a day.

Wool growers have just completed a 1,500,000 lb. clip.

Range grass has grown up and is seeding.

The district ships $5,000,000 worth of cattle annually.

The first cutting of the big Alfalfa crop in the irrigated district is averaging 1¾ tons to the acre.

June was a record month in the history of some Lethbridge stores.

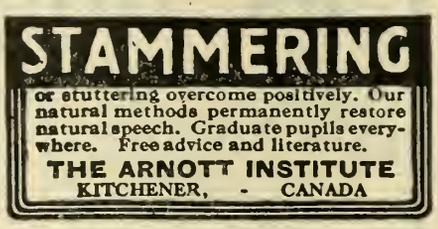
The Lethbridge Herald

Member A.B.C.

is the only Daily in this wealth producing area, and thoroughly covers the field.

advertising, as Ovington's apparently do. But it is not to be expected otherwise. The fact is the average newspaper composing room is not equipped in either material or skill to render that kind of service in advertising composition that the advertiser has a right to expect.

For this reason there has grown up in the large centres the practice of so-called advertising typographers and type experts who "for a consideration," well-earned in the majority


STAMMERING
or stuttering overcome positively. Our natural methods permanently restore natural speech. Graduate pupils everywhere. Free advice and literature.
THE ARNOTT INSTITUTE
KITCHENER, - CANADA

Do you think the display line would be as prominent if it were printed from type instead of reverse plate

of cases, design and plan the physical characteristics of advertisements for those who are far-sighted enough to know that such attention pays. But this is a digression, though it answers in part the complaint as to why newspaper and magazine advertisement composition is often lacking in character and distinction.

The lessons which may be deduced from a review of the foregoing examples are principally these: Do not

Only a half inch in size, but it stood out in a column of theatrical advertisements

attempt to say too much; keep your illustrations, if any, sharp, clean and contrasty, using solid black and white drawings, in preference to those with fine lines. Halftones do not as a rule show up clearly printed single column size in the average magazine, unless the publication is issued on heavy coated stock. Rather than run risks, which may result in disappointment and loss, I have found it advisable under ordinary conditions to refrain from using halftone illustrations in space measuring less than two hundred lines; that it to say, two columns wide by seven inches deep, and only then when good coated paper is used. Keep your small advertisement as simple as possible, sharp in contrast, with clean, legible type, set off by the judicious use of white space; and you'll begin to find that the problem of getting the utmost attention value out of small

VENUS PENCILS
17 Black and 3 Copying Degrees
Known world wide as the perfect pencil. Unsurpassed in smooth writing and drawing qualities. Famed for the satisfaction they give
AMERICAN LEAD PENCIL COMPANY
220 Fifth Avenue, Dept A, New York.
VENUS

An acceptable variation of the circle idea

No precious minutes lost fumbling with parts. Stropping, shaving, cleaning all done without removing the blade from the razor.

AutoStrop SAFETY RAZOR

Razor — Strop — 12 blades — $5

Made a luminous spot on a crowded page

space isn't really any problem at all. It is possible that the rules I have laid down are too general to apply in every case; nevertheless they will be found to apply in the majority of instances. As for the exceptions, inevitable enough as we know, the conditions will be found sufficiently elastic, I think, to cover them, too. Even mail order advertising, with its well-known disregard of the conventions will be found amenable to discipline if due allowance is made for the special nature of the function it has to perform.

* * *

The Sheet Metal Products Company Limited has planned a campaign of advertising to run in Western Canada. Copy is being prepared and will be placed shortly by the James Fisher Company.

* * *

The Proctor & Collier advertising agency of Cincinnati has recently sent out new contracts for Ivory Soap advertising to Canadian dailies.

Selling Milk to Farmers

The Carnation Milk Products Company is advertising canned milk to farmers—of all consumers.

These Carnation advertisements to farmers may strike the uninformed person as spectacular. They fall in the "uncommon advertising" class. But they are common in experience right straight through. If there is anybody on earth who is a good prospective customer for canned milk, it's the Canadian prairie farmer. Moreover, in any list of prominent future users of canned milk, it is safe to put the Canadian farmer, right up front.

Consider the farmer of Manitoba, Saskatchewan or Alberta. He got acquainted with canned milk first as a plucky homesteader, "sticking it out" in loneliness as he conformed to residence requirements and "proved up." He continued to use it as he developed a type of farming in which the milch cow didn't figure. By and by, the district settling up, fresh milk became available, more or less spasmodically. When both the home cow and the neighbor's were dry, canned milk was turned to as a matter of course. Maybe, even, the farmer preferred the canned milk anyway to the bother of keeping a cow.

Times are changing in Western Canada. The country is rapidly settling up. But the market for canned milk hasn't ceased, now that pioneering is in progress only on the fringes.

The prairie farmer first used canned milk because it was his only resource. He is continuing to use it for wholly different reasons. Not only is the farm market consuming enormous quantities of canned milk now, but the market has great potentialities. It is advertised to with good judgment.

"The results have not yet been tabulated and a complete check kept upon the sales to the farmer," Edwin E. Taylor, advertising manager, says "but we know from a general survey of the sales in the territories covered by the farm papers that it offers a very good market, and from present indications our efforts have been very profitable. Since using the farm papers we have noticed a substantial increase in the sales for the farming section.

"In view of the nature of the country, and the fact that the farmer is in the habit of buying in large quantities, we, as a general rule, suggest that his purchases be made by the case. Practically all our copy carries this thought."

—*Printers Ink.*

❦ ❦ ❦

Contracts for the advertising of Holt Renfrew & Company Limited, starting next fall, are being placed by the Montreal office of the Advertising Service Company.

❦ ❦ ❦

The Fiftieth Anniversary of Manitoba's establishment as a Province was fittingly celebrated with a special supplement to the Winnipeg Free Press, containing much interesting information regarding the growth and resources of Winnipeg and surrounding territory.

❦ ❦ ❦

W. C. Betts who for some years past has been identified with the firm of S. Davis & Sons, Limited, Montreal, and during the past year President of the Association of Canadian Advertisers, is now associated with the Canadian Fur Auction Sales Company, Montreal.

– WINNIPEG –
AND
WESTERN – GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL
REACHING THE GROCERY TRADE
IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Cover the centre of Canada's Industrial Area by using space in

The EXPOSITOR

Brantford's Great Daily

Brantford is the fourth largest manufacturing centre in the Dominion, with an annual factory payroll of over $10,000,000. It is the centre of the Canadian agricultural implement industry, as well as the home of many of Canada's best-known firms in other lines of industry.

The EXPOSITOR is read in practically every home in Brantford. It is the only daily published in the thriving agricultural counties of Brant and Norfolk, containing many prosperous towns and villages—which it covers thoroughly.

It also reaches a large portion of the rich counties of Oxford, Haldimand and Wentworth.

Make sure therefore, that your appropriation includes the
Brantford Expositor

The only daily in Brantford

A.B.C. Circulation, 10,225

Established 1852 Average Size, 16 Pages

(*Continued from page 460*)

who could not handle No. 8 batteries in barrel lots, although the No. 6 battery in almost universal use could be readily disposed of in large quantities. It was no uncommon thing for a large dealer to dispose of 10 or 12 barrel lots (125 batteries to the barrel) in a comparatively short time. In the case of small deaelrs who could not readily handle barrel lots, there was danger of deterioration. To overcome this real difficulty, and to meet the small dealer more than half way, a new package holding 50 batteries was designed—an additional charge of one cent per battery being made to jobber and retailer to cover the added cost of packing in this way. This new package was an instant success, and has brought a great deal of good will to the company —to say nothing of the resulting increased sales.

Another nut the company had to crack was the smaller jobber problem. Many firms doing a small jobbing business (who might be styled semi-jobbers) put in claims for jobber's prices, although they could not buy in anything like the quantities the regular jobbers were accustomed to purchase. This difficulty was overcome by arranging a jobber's schedule under four classifications, with prices varying according to quantities as follows: 400, 300, 100 and 50 barrels respectively. If a jobber contracts for a certain quantity, and actually purchases enough extra to entitle him to be placed in a higher category, he receives a rebate accordingly. This plan has worked out quite satisfactorily.

In July last another traveller was added to the staff, and he spends his time very largely in doing missionary work among retailers and their clerks. Early in 1919 representatives were sent out to England, with the result that an export business is slowly but steadily being built up. Selling expenses in connection with this business have run from five to ten per cent. below those incurred in securing domestic business. In England the company is competing with both English and United States firms. The chief obstacle so far encountered, according to General Manager Turnley, is the characteristic fear on the part of English buyers that Canadian firms are not capable of producing goods measuring up to English and European standards. Their awakening is coming rapidly.

During the first seven months of 1919 the business grew to such an extent that it became necessary to begin building a second factory, which is now running to capacity.

Early in 1919, a sales quota was set for each salesman, who was given to understand that in view of the greatly increased advertising appropriation for the year, together with the missionary work done the preceding year, he would be expected to at least meet his quota. The result was that in practically every territory quotas had been greatly exceeded by November 1st, and the best two months of the year had still to be heard from.

Naturally it was only to be expected that, in view of the highly satisfactory results attained in the 1919 campaign, the advertising "drive" for 1920 would be "bigger and better than ever." The 1920 campaign is not a class nor a restricted locality campaign. It is framed to reach the city dweller, the farmer, the fisherman, and every person who can have any use for a "Reliable" battery ignition unit or flashlight. Publications of all kinds are being used, and the advertisements will be seen by more than one-and-one-half million readers. The "Made-in-Canada" idea is featured in this advertising.

Striking dealer helps are being supplied. A colored window display card made up in three separate panels, any one of which will make an attractive window card, is being supplied. This card will illustrate "Reliable" products. A lighthouse made of heavy cardboard printed in natural colors is another dealer-help feature. This lighthouse is three feet high, about twelve inches in diameter, and hollow, thus allowing light to be placed inside which will flash on and off, giving a typical lighthouse effect. Smaller lighthouses about 18 inches in height, and made of plaster of paris, are also used for window or counter display. Delcomania transfers for door or window use are furnished the dealer, as are two lantern slides for use in his local theatre. Four letters to be sent out by the dealer to his customers and four advertisements for local newspaper use are also supplied.

Recognizing the fact that an attractive window display might take too much of a small dealer's stock of batteries, leaving too few on hand for immediate sale, without the display, dummies of "Reliable" products are supplied for this purpose. These dummies are filled with sawdust and have the same finished appearance as the originals.

Garages and auto accessory shops are also circularized, and sales letters supplied to these retailers with space

Advertising Man
for New York Office

We want an advertising man to represent our several Trade publications in the Eastern States. Office will be in New York.

The man we have in mind must be a real Canadian and know Canada. He would be single; 25 to 30; have experience selling advertising; of pleasing personality; initiative and constructive ability; he would be a gentleman, and of course honest, reliable, dependable and straight.

If you are such a man we would like to hear from you. Write, in first instance, please. Your letter will be held in strict confidence. Address N. R. Perry.

H. GAGNIER, LTD.,
73-81 Richmond St. W., Toronto

When checking your Quebec list of mediums, insist on the Montreal

La Patrie

The Influential French-Canadian Daily Worth Remembering

No "One" paper is sufficient to reach more than one quarter of Canada's entire population—located in the prosperous Province of Quebec.

Circulation Guaranteed by the A.B.C.

Representatives

Ontario Toronto
E. J. GUY

England, London
F. A. SMITH

United States:
E. KATZ, Special Advertising Agency,
New York Chicago Atlanta Kansas City San Francisco

for the imprinting of the dealer's name.

The campaign plans also include a booklet giving full details regarding the 1920 campaign, this booklet being used by the salesmen in acquainting the dealers with the extent and variety of the selling helps to be supplied for their use. In fact the recognition accorded the dealer's importance and the necessity for persistent advertising to him, has been a big factor in the firm's success. "Lively and Lasting" can also be applied to the sales and advertising effort.

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Developments in French Dailies

An announcement from *L'Evenment* of Quebec announces the appointment of Mr. Florian Fortin, formerly of *La Tribune*, Sherbrooke, as Managing Director. The establishment of *Le Nouvelliste*, a new daily newspaper in Three Rivers, with Mr. Romauld Bourque as Business Manager, and presumably identified with the same interests, is announced at the same time.

This is the first daily newspaper to be published in Three Rivers, and a report from Montreal asserts that it will be one of four French daily newspapers identified with interests of which Sir Lomer Gouin, until recently Premier of Quebec, is the directing head. The others are said to be *L'Evenment* and *Le Soleil* of Quebec and *La Presse* of Montreal. The announcement that Sir Lomer had joined the executive of *La Presse* has already been made. Important developments are believed to be under way, regarding which nothing definite is yet known, beyond the facts stated, to which rumour adds interest.

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The Baker Advertising Agency of Toronto is preparing a campaign to cover Canada for the Kum-a-part Cuff Button, made by the Baer & Wilde Co. of Attleboro, Mass., and distributed to the Canadian haberdashery trade by C. H. Westwood Co. Limited, Toronto

❦ ❦ ❦

The *Farmer's Advocate* of Winnipeg, has announced an increase in its advertising rate to 35 cents a line, flat, effective immediately.

❦ ❦ ❦

The advertisers' service bureau of the *Nor' West Farmer* has recently issued several bulletins containing data of great interest to advertisers, including the results to inquiries amongst the rural drug trade of the prairie provinces as to sales, seasons and demand for various drug specialties, indicating a considerable sale of such articles to farm homes. Other valuable data as to population statistics, farm holdings, size of farms, etc., is contained in other bulletins which any advertiser may secure, if not already received.

❦ ❦ ❦

The Paige-Detroit Motor Car Co., of Detroit, has placed its Canadian advertising in the hands of the Baker Advertising Company.

Over 30,000 live Ontario stock farmers read Canadian Farm twice each week

THEY read the Wednesday edition regularly because they know by experience that they cannot afford to miss the timely articles on live stock and general farm topics which are found in every number.

They read the market issue published Friday after the close of the markets, because they have found that the down-to-the-minute reports found in this issue are ***accurate.*** They know that by acting on these reports they will be money in pocket. CANADIAN FARM has scores of letters on file from satisfied subscribers which show their appreciation of our market service.

Proven Results

Advertisers who have been using CANADIAN FARM the longest are the most outspoken in their praise of the results they secure. They have found out by experience that CANADIAN FARM subscribers have much above the average buying power—that they believe what they read in this live farm paper because they know the care taken to keep unworthy products out of its advertising columns. Every advertiser in CANADIAN FARM is assured of good company.

All this helps to secure the results so pleasing to advertisers in CANADIAN FARM.

Are you using this great semi-weekly farm paper as regularly and as effectively as you should?

The demand for space is great. Make your reservations ***now***—direct, or through your agency.

Advertising Rate—18c. per Line
Sold on a Guaranteed Circulation Basis

Canadian Farm

Member A.B.C.

8 UNIVERSITY AVE., : TORONTO

Uncounted Circulation that Counts

OTHER than subscribers and buyers of individual copies there is but one kind of magazine circulation. Namely, those relatives and neighbors who read your copy—variously estimated at from two to five.

There are, however, certain magazines that have the above kinds of circulation and in addition another kind that runs into the hundreds of thousands.

For this particular medium is kept on the counters of dry goods and department stores to be consulted by women who come to the store to make purchases. In fact, the Canadian Butterick quarterlies are catalogues, differing from other catalogues, only in this: It is so excellent that 75,000 Canadian women pay money to own a copy of each issue.

It is not possible to figure accurately the number of women who merely consult the Canadian Quarterlies at the store, but records of the merchandise sold through these publications indicate the number as well over 600,000 ***each season.***

This vast and valuable circulation ***is not charged for.*** It is uncounted circulation ***that counts.***

WINTER ISSUE

On sale during October, November and December

Advertising Forms Close August 20th

Manager of Advertising, 53 Yonge St., Toronto

Globe Adds to Building

The *Globe*, Toronto, now occupies the new addition to its building at the corner of Yonge and Melinda streets, just completed. The enlarged building occupies 100 feet on Yonge street by 103 feet on Melinda street on property which is among the highest priced land in Toronto. Across Melinda street is the head office of the Dominion Bank, covering a third of a city block, across Yonge street is the Bank of Hamilton building, Toronto's first sky-scraper, and next to it the C.P.R. building, and the Royal Bank Building, the tallest in the British Empire.

The *Globe's* new addition will add 50% to its floor space. The new ground floor is devoted to President Jaffray's office, the executive bookkeeper's and cashier's departments. The second and third floors provide much needed extensions for the editorial and news staffs. The business and advertising offices are being enlarged and rearranged, taking advantage of the increased accommodation.

An additional octuple press is being installed, and the stereotyping plant, which has been renewed, is now turning out plates 5 agate lines longer than formerly. Paper thus used, and formerly wasted in margins, has a value of over $10,000 a year. Thus is every economy sought.

Lamson steel carriers from the presses to the mailing room have been doubled in size, and several new linotypes have recently been purchased, all with a view to meeting present-day requirements.

* * *

The *Western Home Monthly* of Winnipeg will make a feature of color advertising during 1921. In addition to the covers, inserts carrying advertising in four colors will be carried.

* * *

Howard Neville, for the past year with MARKETING, left August 1st to join the sales department of the Chevrolet Motor Company, Oshawa.

* * *

Advertising's Effect on Sales

An illuminating example of the effect of advertising on volume of sales is found in figures recently given out by The A. C. Gilbert Company, which demonstrate with all the clearness of a mathematical equation how surely good advertising will produce results, if it is consistently maintained.

The sales of this enterprising toy manufacturer for the last nine, and advertising investments for each of the six years since advertising was commenced, have been as follows:

	SALES	ADV.
1911	$ 37,272.66	
1912	59,610.42	
1913	111,736.09	$ 12,000.00
1914	371,626.16	47,000.00
1915	831,019.78	110,000.00
1916	1,182,236.20	124,000.00
1917	771,802.11	82,000.00
1918	1,053,843.47	100,000.00
1919	1,710,086.23	130,000.00

The striking thing about these statistics is the relation that the sales figures bear to the advertising figures. Sales have been increasing in approximately the same relative proportions as have the advertising appropriations.

Regina and Saskatoon Papers Change Hands

The Regina *Post*, which for several years has been published by W. F. Herman, has been taken over by the *Leader*, and will be published as an evening paper from the *Leader* plant, but with a distinct editorial staff and policy. Advertisers will be offered space in the *Leader-Post* combination at a special rate.

At the same time announcement is made that the Saskatoon *Phoenix* has become the property of W. F. Herman, publisher of the Saskatoon *Star*, and will be published from the *Star* office as a morning paper, also having a separate editorial staff and continuing its support of the Liberal party.

Negotiations to this end have been in progress for several months with a view to eliminating wasteful duplication of effort. The experiment of publishing from the same office papers favoring opposing political interests will doubtless be watched with interest.

Edgar Guy will represent the *Leader-Post* combination in the Eastern field.

❦ ❦ ❦

The James Fisher Company, advertising agents, is preparing the campaign for the co-operative furniture advertising, announced in the last issue of *Marketing*.

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Makers of Building Materials Should Advertise Now

Instead of easing up on his advertising now is the time for the building material manufacturer to advertise all the harder. This should, of course, be obvious.

Because of the dire need of housing that exists, there is bound to be much speculative building. Houses will be quickly thrown together, with the knowledge that they will be profitably sold before they are half finished. It is an old trick to put up make-shift residences, install a few well-known fixtures, such as "Standard" sanitary bathrooms, or Yale & Towne hardware, thus giving the subtle impression that all of the building is of the same high standing. This scheme is sure to be practiced extensively during the present acute shortage.

This condition would not be possible if home buyers knew more about building values. They usually buy on appearance. They like this or that feature and that satisfies them. They purchase without realizing that the ultimate satisfaction they will get out of the building depends not on its present appearance, but on the integrity of the various unseen materials and of the character of the workmanship that went into the house.

That is one very good reason why manufacturers should advertise during a building boom. Another reason, and it is no less important, is that to-day thousands of persons are deciding to build but they won't be able to carry out their plans for a year or two, or perhaps five. Now is the time to begin telling these people, through advertising, that house satisfaction lies in the things that are hidden behind walls as much as in the things that show.

Stopping Advertising when oversold is like "firing" the cook when dinner is ready!

Contrariwise, Advertising during your oversold period, can be used to consolidate your position and ensure future markets. Ask

Federal Advertising Agency

T. H. YULL, *Director*

LONDON, : : CANADA

MOTORING

Has the Circulation

in its field:

—the motoring trades of Canada—the auto and accessory dealers, the garage man, the repair man and the expert mechanics in garages.

Circulation: 3,200

Of which 3,125 is paid in Advance subscriptions from men in the trade.

THESE FACTS ALONE WARRANT ANY ACCESSORY MAKER OR DEALER PUTTING THIS PAPER IN FIRST PLACE ON THEIR ADVERTISING APPROPRIATION

Never forget the fact that the men in the trade influences 80% of the sales of all tires and accessories

The COMMERCIAL PRESS Limited

51 Wellington W., TORONTO

The Canadian Manufacturer
The Canadian Hardware Journal
The Retail Grocer and Provisioner
The Canadian Furniture World
The Retail Druggist
The Electrical Dealer and Contractor
Motoring

EGERTON RYERSON — ITS FOUNDER

Outgrowing Our Clothes

The Christian Guardian during the past twelve months has shown a real husky growth in circulation, influence and advertising value.

To still further improve the paper and make better service for our advertisers possible, we have arranged for a bigger suit of better material. In other words, beginning with the issue of October 6th we are providing for—

A LARGER SIZE—An increase from the present 465-line page to a 700-line page, 9⅜ x 12½ inches, same size as *Saturday Evening Post*, *Colliers*, *Macleans*, and other "best" journals.

SUPERCALENDARED PAPER—All through in every issue.

FREQUENT COLOR COVERS

Advertising men will appreciate what all this means in increased prestige and service.

Then think about us on that basis.

The
Christian Guardian
TORONTO

How Advertising Has Lowered Sales-Cost

Written for MARKETING by R. W. GOULD

IN England, Kitchener advertised for an army. He got it. In Canada, White advertised for a new Victory Loan. He got it. In the lower part of the province of Quebec a farmer advertised for a wife. He got one. These are three outstanding instances where persons have advertised for things somewhat outside the beaten track of articles generally classed as advertising results, but in each case the quest was successful.

In these days when royal commissions and other equally delicate and responsive governmental machinery are seeking the profiteer to his lair and searching for the cause of the ever increasing High Cost of Living, the question naturally arises Has advertising assisted in increasing the cost of the necessities of life? There are many, largely composed of those who have enquired no closer into advertising than to scan carefully the hosiery advertisements in the leading journals of the country, who claim that advertising has been an important factor in increasing sales costs. I do not propose to deal in figures. The first time I attempted to deal in figures was at school and I remember I failed miserably. Since then I have been wary. Let us discuss the whole thing from the broad view point of results.

In talking to the manager of one of the biggest tea blending establishments on this continent, during the third year of the war, he said, "Well, I've got to cut down my expenses, I see that plainly." Standing before him with a blue slip of an advertising contract in my hand, eager for him to decorate the dotted line with the signature of his firm, I said, "Then I suppose you're going to cut down your advertising appropriation?"

"Not at all," was his somewhat amazing reply. "I think I'll increase it, if anything. The day you see our house cut down its advertising appropriation, you will know that that day we realize that our brands are to disappear from the market."

"There are scores of brands of tea on the market just as good as mine," he said as he proceeded with the advertising lesson which proved valuable to me afterwards. "But they're not advertised sufficiently. Perhaps they are men in this province selling tea to-day which on an analysis by an expert would average up as well as ours, but they don't sell like ours do."

I agreed, not in order to be pleasant, but because of the fact that his statement was true. "What is the reason then?" he asked and answering his own question, said, "We guarantee by advertising."

"We advertise that our tea is good tea. If it's not good tea then the purchaser has a come back at us. He would discover that we are deceivers. Our product is guaranteed by advertising."

The truth of the statement immediately dawned upon me. Advertised goods are guaranteed goods. The goods that are consistently advertised must come up to specifications. The day of the advertising wild-catter is gone.

"Now don't your customers, or your consumers pay for all your advertising," I asked. "No," he replied emphatically. "Our brand sell at the same market price as half a dozen others of the same class," and I knew the statement to be true.

"Our competitors do not advertise but they sell their goods at the same price. They may not be making any more money on their tea. I doubt if they are making as much, but don't you see they are attempting to sell their product by other methods in their sales organization and I know for a fact that their sales costs are greater than ours. Advertising is the most economical method by which to conduct your sales organization that modern business has developed."

Then he pointed out that while this was so, a concern could nevertheless waste more money on advertising, improperly used, than by any other method. Using improper periodicals, improper copy and employing improper methods. But that is not for me to discuss. Let us proceed on the basis that advertising is properly placed.

Let us take the case of two salesmen scouring the country for orders. Each salesman is representing a soap manufacturing house. There is a difference however. The one is carrying a well advertising brand. The other, whose brand may be equally good has no backing in the advertising field. Tom Jones enters the cross roads general store. "Morning, boss," he says as he salutes the pro-

prietor who is just then behind a little wicket sorting the dozen or so letters and postal cards that have come by the ast mail, for he usually keeps the post office. "How do you stand on soap to-day?" "What are you sellin'?" mumbles the proprietor as he looks over his glasses and ceases his sorting activities for a moment.

"Thirteen soap, unlucky for dirt," returns Jones, as he glibly recites the advertising slogan of his house." "Reckon I do want some of that. See it advertised a lot. Must be fair soap. People bin askin' fer it right along." Jones books his order and catches the next train for another small centre. At the next centre, Smith, his adversary, has been ahead of him. Smith finds the tough old proprietor of the country store hard to land. He spends a day there, bound to get his soap in the field at all costs. Finally he gets a small order. Jones breezes along on the next train, sells a bill three times the size of that secured by Smith and is out again. The "Thirteen Soap — Unlucky For Dirt," advertising programme has prepared the way for him. Smith may be the best salesman but Jones in many cases has but to take orders. His argument has been handled for him through advertising. He goes to a jury already prejudiced and with his case as good as won. The result is that Smith spends one week in a certain country district and Jones spends three. Smith lathers the country side with his soap, Jones does not sell enough to take the hardness out of the drinking water. The house represented by Smith gets a small expenses account for a big territory and the Jones house gets a big expense account for

Through our
uniquely "different" Canadian
sales-advertising organisation, we offer

To Canadian Manufacturers
A *Complete* Merchandising Service

We plan and execute any part (or all) of a distribution-advertising-sales procedure—to manufacturer, jobber, retailer and consumer.

Service comprehends basic investigations, sales-plans, the direct-by-mail and media advertising (properly apportioned), and the *actual order-getting specialty sales-work*.

When mutually desirable, we will contract (under GUARANTY of RESULTS) to effect *complete trades-distribution* and *consumer-demand*—to do everything but manufacture and ship the goods.

We operate throughout North and South America (in all languages), and will consider the promoting, *anywhere*, of *any* legitimate business or sales enterprise that appeals to our judgment.

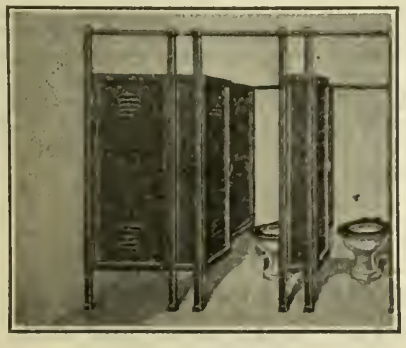
Our Canadian staff of thirty Merchandising, Advertising, Technical and Sales experts is "personally directed"—backed by the Management's twenty-five years of association with the largest manufacturers of the United States.

Canadian and U. S. clientele includes some very representative concerns.

Correspondence and professional consultation solicited.

CLARKE HELME LOOMIS LIMITED
GENERAL SALES COUNSEL
New York Chicago San Francisco Buenos Aires
Suite Seventy, MONTREAL, P. Q.
Beardmore Bld'g. Telephone MAIN 680

IN BUSINESS OVER 40 YEARS CAPITAL $100,000
ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING
THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO
ELECTROTYPES FOR NEWSPAPER ADVERTISING
STEREOS & MATRICES FOR NEWSPAPER ADVERTISING



WE ALSO MAKE
Steel Shelving, Lockers, Cabinets, Bins, Stools, Chairs, etc. Ornamental Iron and Bronze, Commercial Wirework of all kinds. General Builders' Ironwork.

Avoid Sickness—Efficiency's Enemy

You know what it means—some employee off here, another there—a broken link in the system of your plant that causes delay.

Safeguard the health of your employees with

DENNISTEEL
Made in Canada

STEEL LAVATORY PARTITIONS

from a hygienic stand-point nothing equals them. They are fire-proof, non-markable, indestructible.

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON
Halifax Ottawa Hamilton Calgary
Montreal Toronto Winnipeg Vancouver

"GIBBONS KNOWS ADVERTISING"
MONTREAL TORONTO WINNIPEG

Printing of Character

has Built up our Business and we are producing Sales Literature and other Printed Matter regularly

for 22 *of the*

Largest Industrial and Commercial Concerns in Canada.

We are still Growing.

West Toronto Printing House

HENDERSON & GALBRAITH. Props.
1945 ST. CLAIR AVE. TORONTO

Newspaper and Magazine Advertising

Booklets, Catalogs, and House Organs

Designs, Trade Marks and Illustrations

Prepared in Ottawa
Placed Anywhere
Ask Us.

Peabody Advertising Ottawa
178 Nepean St
Phone 3626.9

CHARLES EDWARD PEABODY
HENRI CHAUME.

a big territory but with small results. It all is added on to the sales cost budget. When the end of the business year comes the house of Jones has spent thirty per cent more in selling costs than has the house of Smith, and has sold infinitely less goods. Next year Smith's house clinches its position more firmly by producing an even better brand of soap than before at the same price, because it has trimmed its sales costs, or sells the same soap at less money. In this case advertising is the enemy of the High Cost of Selling. That seems clear.

It's the same all round the advertising circle. As I write I wear a pair of Boston garters. I don't know why. I have had other kinds at the same price, but for every pair of the other kinds I wear half a dozen pairs of the Boston brand. When you go into a haberdasher's store looking for a pair of garters and he asks you what kind, nine chances out of ten you say "Boston." It makes you feel that you will impress the store keeper with your epicurean taste in garters. You don't know that the Boston garter is better than any of the other kinds, but you remember that every newspaper and magazine you have picked up in the past six months has had the picture of a healthy looking male leg encased in a Boston garter. You therefore asked for the Boston. You don't know why. I do. Its advertising. The Boston people have lowered their sales costs through advertising by reason of the impression they have made on your mind, perhaps unconsciously that the Boston garter is the best.

That's but one example. "His Master's Voice," whenever you hear the phrase it indicates to your mind a gramaphone, and of a particular kind. "There's a reason," is breakfast food, of a certain variety. "He wont be happy till he gets it," conjures up in her mental picture gallery the scene of a tempestuous looking little kiddy reaching far out of a basin filled with suds, attempting to grasp a cake of a particular variety of soap. "The Flavor Lasts" brings memories of your best girl munching a wad of gum in the privacy of her home. "Is Good Tea," brings visions of a steaming brew. I could keep on ad infinitum but what's the use. All these concerns who manufacture these goods have found the secret out long ago, the secret of successful selling and the reduction of sales costs.

I would not propose to claim that advertising is all that is needed to sell goods. It is a means to an end however in cutting down sales costs.

Some concerns may save more on their sales costs through advertising than others. The degree of economy depends on the manner in which that adve-tising is handled and where it is placed. You wouldn't advertise lawn mowers in a marine journal nor New Testaments in the Police Gazette, yet each publication has its own appeal and if it is properly conducted will frankly tell the advertiser if he offers an adv. for which it has no appeal in common.

Posters and newspaper advertisements put more stalwart Canadian fighting men in the trenches on the western front than did all the fevered oratory of the mayors, municipal councillors and county constables throughout the length and breadth of this country, and I do not attempt to belittle their efforts, they were as necessary as the good salesman is to the well advertised brand of goods. It is nevertheless the truth. The picture burned into the memory of the eligible by a clever poster, cleverly worded and drawn was well nigh impossible to ignore.

If you can save a nation, fill its purse, equip men with wives, sell goods, is there not a real part to be played by advertising in the effort to reduce the high cost of living. It was once thought to be a more or less worldly practice for a minister to advertise his services and his sermons. Now it is acknowledge to be quite the thing. If advertising then is a factor in saving a man's soul, why should it not be an equally important factor in saving the contents of his pay envelope.

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Sydney S. Bowman Co. advertising agency, Montreal, has been granted recognition by the Canadian National Newspaper and Periodicals Association.

❦ ❦ ❦

With one exception all the New York dailies are now selling for three cents the single copy, the change being made necessary because of the great increases in publishing expenses of all kinds during the last few months in particular. The New York *World* is the only daily now selling on the street of 2 cents per copy.

1920 Official Lists of AUTO OWNERS in Man., Sask., Alta. and B.C.

Now Ready!

New Auto Dealers and Farmers Lists ready. Our lists guaranteed 95 correct. We handle complete mail campaigns from copy to mail.

Largest staff west of Toronto.

Henderson Mailing Lists

Henderson Directories Ltd., Est. 1878
279 Garry St. WINNIPEG

The Deco-Tint Company of Montreal announces having arranged for an extensive advertising campaign, covering all Canada, for Hat-Brite and other Deco-Tint household products.

In sending advertisers a copy of the 1920 edition of "5000 Facts about Canada" the Montreal Family Herald and Weekly Star points out that Canada's trade is worth many millions more to other nations than that of the United States was when its population was over seventy-five millions. Last year Canada, with a population under 9,000,000, imported goods valued at $1,064,516,169, whereas in 1900 the United States, with a population of 76,303,387, imported goods valued at $849,941,184.

Even reckoning the dollars of to-day as worth one-third of what it was in 1900, Canada still has the purchasing power of 25,000,000 people.

Among the booklets issued recently by Canadian publications, those sent out by The Ottawa *Citizen* and by the Halifax *Hrald* and *Mail* deserve special mention. The *Citizen* booklet is called "The Market Place," and vividly describes by handsome illustration and interesting text matter the centres of population and the surrounding country served by the *Citizen* newspapers. The booklet issued by the *Herald and Mail* is equally attractive being illustrated throughout by full-page photographs in color. Both these booklets should be in the hands of advertisers who desire the latest and most authentic information regarding the valuable markets afforded by these localities.

It is positively refreshing to run across a piece of work that does not look like a piece of work; an advertisement that reads like a spontaneous expression of truth; one that has a natural, everyday, even homely atmosphere of candor; one that inspires belief rather than mere admiration.

Just as virtue is one of the accepted qualities of respectability—making it superfluous to say much about it—just so is an extended argument about square dealing on the part of an advertiser unnecessary.

THE SEA, THE VALLEYS *and* THE MOUNTAINS CALL YOU

PACIFIC ocean breezes, moist and cool all summer long; south winds and the mild Japan current to make winter weather ideal—that's British Columbia. Walk in the green fields in the sparkling sunshine in the valley. Lift the dew-covered leaves and pick the luscious, great berries ripening there—the strawberries, the loganberries, the blackberries.

Think of the apple orchards inland in the sunny Okanagan—the valley of bees and blossoms. Smell the sweet aroma of the alfalfa which grows seven tons to the acre.

Five acres, a bungalow, a flivver, and you have solved the problem of your life. We have excellent schools, good roads, fine towns.

British Columbia is Calling You

Promotion Dept. ***FARM and HOME*** VANCOUVER, B.C.

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
185 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

TO SECURE THE MOST FAVORABLE FIRST IMPRESSION

USE TWO-FOLD LETTER HEADS

The business man who receives a two-fold letter head is at once struck by its all-round superiority to the great mass of letters which his daily mail contains. This at once puts him in a favorable attitude toward the message the two-fold letter head bears.

TORONTO ENVELOPE CO's two-fold letter heads are proven business producers, as many big business houses know by experience.

Your printer will get them for you, with envelopes to match.

When ordering them from him, ask him if he is getting our little folder, "Quality and Service." He will welcome it each month, we are sure. Indirectly it will benefit you as well.

TORONTO ENVELOPE CO. Limited

119 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY

Books on Selling

YOU may add to your own years of experience as a Sales Executive the experience, methods, sales strategy of 1529 concerns.

It is certain that in these volumes you will find many a plan for boosting sales a notch or two higher, methods and policies which have demonstrated their worth in increased sales for others, tested and classified so that you may have at your finger tips a stimulating variety of the most practical information.

Handling Salesmen At Lower Cost

191 Pages. Illustrated

THIS book presents the most valuable of the sales experience of many unusually successful concerns. There are included ideas, plans, and methods which have proved profitable in hiring and training salesmen, in paying them, in calculating selling costs and lowering them where they need to be lowered, handling the sales force and in solving the thousand and one questions that are continually confronting the man who directs the salesmen.

Organizing For Increased Sales

203 Pages. Illustrated

TO men who face sales problems every day, this volume will serve as a sort of "man Friday." It contains page after page of clear, concise descriptions of effective sales plans and policies. These are not vague, untried theories, but methods and plans which have been tested out under the fiercest sort of competition, and have increased sales in all parts of the country. Many of these plans are described in the exact words of the men who originated and used them.

More Sales Through Advertising

200 Pages. Illustrated

DESCRIBES in detail the exact advertising methods and plans used by progressive business men to stimulate their sales, increase their profits, and build bigger, stronger organizations. It covers every important detail of advertising, from the fixing of appropriations to the preparation of house organs which bring in new business. It also points out by contrast ineffective advertising methods, schemes, and plans, and will help you to cut your costs by enabling you to avoid advertising which is weak and non-productive.

Bound in standard cloth, gold stamped, uniform style and size. 5⅜ inches by 8⅜ inches

$3.85 per volume

Postpaid $4.00 each, to any address on receipt of price

Marketing

53 Yonge St., TORONTO

No One Class Suffers by Inefficiency

When shutting-down fell largely upon the worker, they had cause to complain; now shutting-down falls just as severely upon the owner. The owner cannot generally make and then hold for a price because by the time he has sold off his stock the interest charges and depreciation upon the plant have combined to eat up more than the profit he hoped to get. Thus it is the common advantage of the worker and the owner to keep the plant in operation.

The great wastes of idle capital are just beginning to be realized. Extensive researches made by industrial engineers are to the effect that because of the inexpert selling of a product (which usually means trying to sell at too high a price or selling that for which the factory is not equipped to make, thereby necessitating changes in arrangements of work, or faulty arrangements by which some machines have too much and others too little to do) the average machine in a factory is not working more than one-quarter of its time.

If the capital which bought that machine expects to get a fair return it must get it at the expense of the worker and of the public—taking the near view. Taking the far view, it gets it at its own expense. The worker who receives less than a full wage has a decreased buying power. The public that gets an article at a high price cannot buy much of it and it must pass the higher price around the circle and thus eventually rob the capitalist's money of a part of its buying power.

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Circulation Secrets

The excuses commonly given for not publishing circulation are two. The first, which may be neglected, is this: "If we published our circulation we should tell the truth; but our competitors are such everlasting liars that we should suffer by the comparison of figures." This kind of thing is obviously the talk of a man who believes that his circulation is estimated higher than it really is. The second excuse is based on what we here call "class." "The people who read my paper are of so high a grade in wealth and social position that the number of them really doesn't matter. However few they may be, they have so much money that the paper is sure to sell the goods. If we published the figures, advertisers would be discouraged by comparing them with the popular rags that only sell to the mob. We don't think it dignified to enter into competition with the gutter press."

SAVING (?) BY DEALING DIRECT

One reason, perhaps the only reason, why publications that indulge in deceptive practices are able to flourish, may be found in a directory of national advertisers. It shows that over 1,000 such advertisers place their business "direct" and not through a recognized and competent agency. Many of them are under the impression that they save money by dealing direct with publishers, because they are able in a few cases to obtain a rebate or are allowed the "agency commission." It is expensive economy.

Space buying is a specialty. It takes all the time there is on the clock to master the intricacies of circulation. The agencies employ such specialists: men who devote their time and brains to the study of conditions in various parts of the country as they affect the interests of the agency's clients.

In the space buying department alone a good agency saves its advertisers sufficient money to more than justify its existence. When there are fewer "direct" advertisers there will be a synchronizing decrease in circulation liars. —HOBART.

❦ ❦ ❦

Nobody gains out of waste. Nobody gains out of restriction of production—which is a form of waste. The manufacturer may think that he makes more money by restricting production and holding up the price. That is the controlling delusion of the steel and coal trades but it takes only the most elementary economic thought to discover that although by restricted production the number of dollars received in proportion to the work may be increased, those dollars are very promptly robbed of their buying power.

❦ ❦ ❦

"There are two factors that determine the value of a publication as an advertising medium" says an advertisement of the A.B.C. "Editorial excellence will indicate its influence with its readers. Membership in the A.B.C. indicates its business ethics and methods. The first shows whether the paper is worth reading. The second shows how many people read it. In both the advertiser is vitally interested."

I Know a Man

who has demonstrated his abilities as a business executive, and who seeks bigger opportunities than are open to him in his present position. Someone has to die before he can move up higher, and he is not the sort who waits for dead men's shoes.

Following is an analysis of his qualifications:—

British born subject, age 37, married, having had thorough training in all branches of corporation activity (law excepted) having worked himself up from common laborer to assistant to the 2nd vice-president of one of the largest corporations in America, and then resigned to go on active service.

Has held present executive position for three years during which time he has been called upon to exercise a detailed knowledge of Sales Promotion, Advertising, Cost Accounting and General Office Efficiency, in addition to being responsible for 90% of the purchasing of raw materials and equipment used in the plant where at present employed.

Desires location in Montreal or Toronto with a commencing salary of not less than $4,500, because he can earn it

His services will be available November 1st, next. If interested address

Editor, Marketing

Sharples Separator Co. place High Estimate on the Efficiency of Canadian Countryman

A Dairy and a Sharples Will Swell Your Bank Account

The reason a simple You know how profitable a dairy *ought* to be—but perhaps you do not realize how greatly a Sharples *Fed* separator profits. Sharples is a fixed feed separator—all other separators are turned at any speed and this Sharples can be turned at any speed and it skims clean. Fixed feed separators, when turned below speed marked on the handle can not skim clean—as the force of gravity overcomes the centrifugal force. Every turn at the right speed, than the separator has the power to turn out of a bowl separators low because they are not clean all the time. There is no gear, pure and simple, a

SHARPLES SUCTION-FEED CREAM SEPARATOR

Put us on your bank account right now with a Sharples. We'll send you literature that tells you how to do it. Your family will also enjoy the Sharples Book of Old Songs. Write for it today. Address our nearest branch, Dept. 75

THE SHARPLES SEPARATOR COMPANY

TORONTO, ONT. REGINA, SASK.

You can't have a Speedometer on your arm

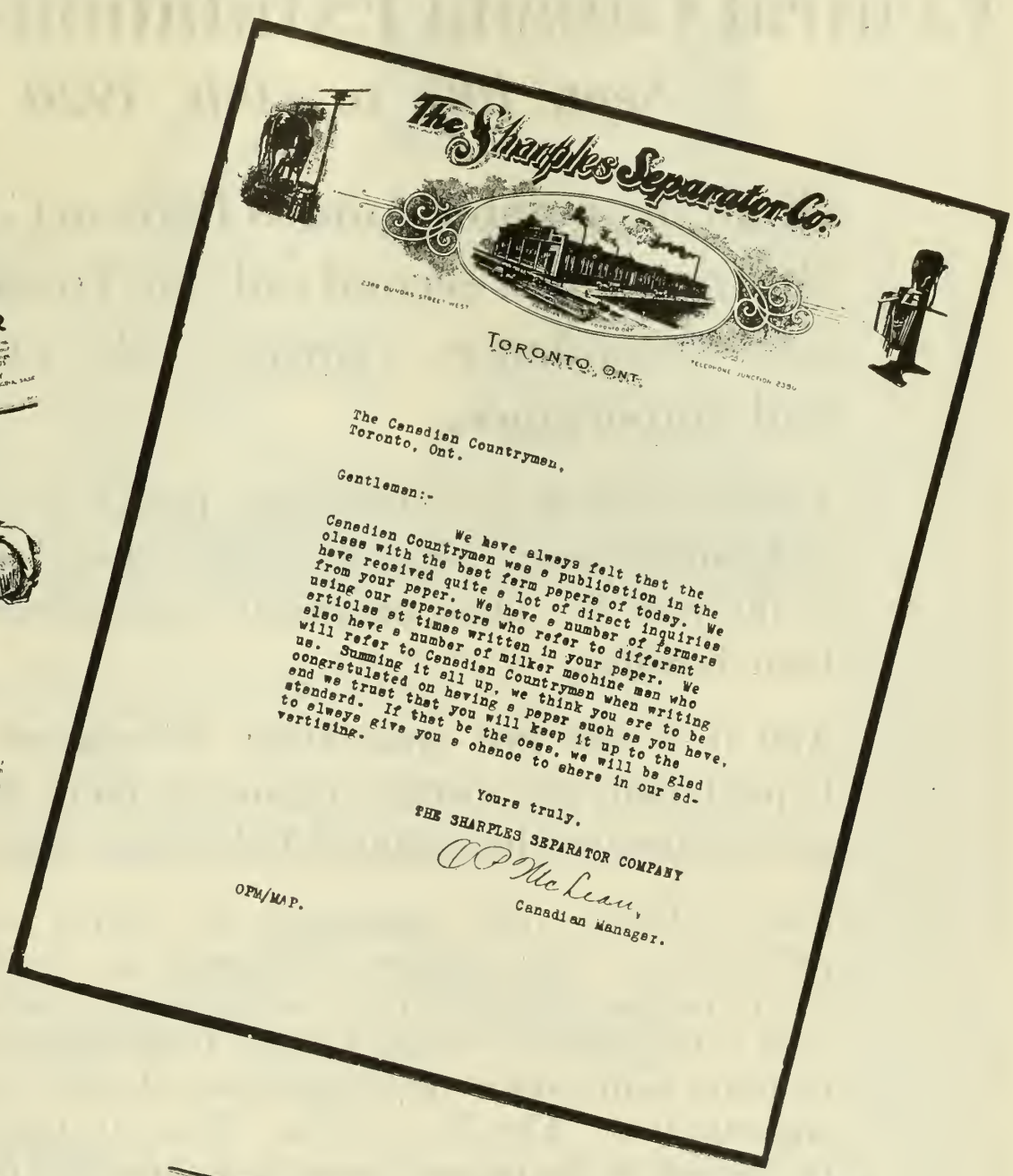
But if you could it would not wish. You turn at a certain speed you're time and a separator. One a separator that runs the first hour is unsuitable by turn right, for the next hour by night, and the third hour by neighbor. But the whole problem is solved and buy a Sharples

SHARPLES SUCTION-FEED CREAM SEPARATOR

"Skims clean at any speed"

THE SHARPLES SEPARATOR CO.

TORONTO, ONT. REGINA, SASK.



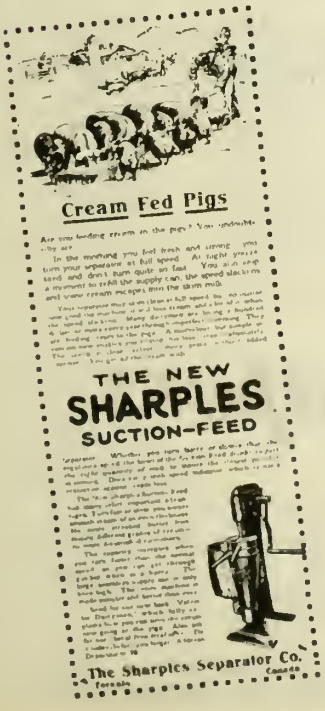
The Canadian Countrymen,
Toronto, Ont.

Gentlemen:-

We have always felt that the Canadian Countrymen was a publication in the class with the best farm papers of today. We have received quite a lot of direct inquiries from your paper. We have a number of farmers using our seperators who refer to different articles at times written in your paper. We also have a number of milker machine men who will refer to Canadian Countrymen when writing us. Summing it all up, we think you are to be congratulated on having a paper such as you have, and we trust that you will keep it up to the standard. If that be the case, we will be glad to always give you a chance to share in our advertising.

Yours truly,
THE SHARPLES SEPARATOR COMPANY
A P McLean,
Canadian Manager.

OPM/MAP.



Cream Fed Pigs

Are you feeding cream to the pigs? You undoubtedly are

In the meantime you feel fresh and strong you turn your separator at full speed. At night you tend and don't turn quite so fast. You also stop a moment to refill the supply can, the speed slackens and some cream escapes into the skim milk.

THE NEW SHARPLES SUCTION-FEED

The Sharples Separator Co.

Toronto Canada

Around and Around and Around !!!

No human hand can keep up a timed normal speed

If every owner of a fixed feed separator—especially those who think they are skimming clean—could see a chart of the great variation in speed during one week's separation, they would be amazed. The chart would show that practically all the time the separator was being turned below speed and at times burned. Actual tests prove that 95% of all separators are turned below speed most of the time and all separators are turned at any speed most of the time. No matter how are turned in and day not. Speedometers, belts and other contrivances are a humanly impossible to turn at a fixed speed. They only show the wastefulness of fixed feed separators.

SHARPLES SUCTION-FEED CREAM SEPARATOR

SKIMS CLEAN AT ANY SPEED

Believe you but a separator, can it skim clean at any speed—at any speed—at any speed. Ask if it is a North American Improvement. North American cream separators are the only separators which are suitable for Canadian conditions. Write for catalogue and Sharples Book of Old Songs to

THE SHARPLES SEPARATOR CO

TORONTO, ONT.

SAVES TIME!

The lever you turn the Sharples, the quicker you finish skimming! For instance: If by turning a Sharples at 45 revolutions per minute you get through separating in 15 minutes, you can get through in 10 minutes by merely increasing the speed to about 75 revolutions. The Sharples is the only separator that can be "burned" a dangerous handy thing when you are hurried.

Some consider the time saved in cleaning the Sharples. The bowl is the most simple in assembling, just nine parts in all and no small parts. Simply rinse through in one or two minutes and laundry is done!

Furthermore, the Sharples requires using only once a month, and only in one place. Just pour a little oil into the reservoir and your cream gears take care of themselves!

SHARPLES SUCTION-FEED CREAM SEPARATOR

The only separator that delivers cream of unvarying thickness at all speeds

The only separator that you can turn faster and finish skimming quicker

The only separator with a one piece bowl—no gears, no small parts to wash

The only separator with bowl-gear entirely shut and a constant oiling system

Remember that all separators lose considerable cream when turned below speed—except Sharples! The Sharples gets all the cream no matter whether you turn it fast or slow or vary up to 100% a your cream than when in operation. Confidently endorsed by thousands, ranging in use from a few months to over a quarter of a century. Write for catalog to Dept. 75

The Sharples Separator Co.

Toronto, Ont. Chicago, Ill.

Portland, Ore. Winnipeg, Man.

Which Separator did John Brown Buy?

Suppose you were Farmer John Brown and you wanted to buy a separator. You asked several salesmen to call, stating in the most convincing way, why their separator was the one you should buy. Sharples would only need to send you a telegram—and you would not have to ask for anything further

SHARPLES SUCTION-FEED CREAM SEPARATOR

No other separator manufacturer could put into fifty words. Sharples clean at any speed. They should at any speed. They should at any speed. That is the disabling fact that will convince you about the other separator, that it pays to have Sharples. Sharples is the one separator that does the work of everything else but the separator. Sharples is the one separator that does the work of everything else but the separator. Sharples is the one separator that does the work of everything else but the separator

Central Canada Exhibition--Ottawa

Sept. 10th to 20th, 1920

Of all the notable Annual Fairs in Canada, Ottawa stands second only to Toronto in size, attendance, variety of exhibits and importance.

Visitors come in their thousands from every section of Central Canada—it is the great shopping event of the year for these progressive agriculturists and their families.

And it is the two great Daily Newspapers of the Capital that our visitors regard as their shopping guide when on their annual Exhibition visit.

Local retailers fully appreciate the added value of publicity at this season. National Advertisers can surely reap a record harvest in sales by co-operating with extra publicity in the Ottawa Daily press, and particularly manufacturers of pure foods should grasp this opportunity. The Pure Food Show at the Ottawa Exhibition is the biggest thing of its kind in America.

To be "first" in your line in Ottawa, you must use the columns of the Ottawa Daily Newspapers.

Ottawa Daily Newspapers

The Morning Journal
The Evening Journal

Ottawa, Canada

The Morning Citizen
The Evening Citizen

SUPERFINE LINEN RECORD

LOOK FOR THIS R WATERMARK

A tub-sized, loft-dried, all-rag sheet of the finest possible quality. Oldest of Canadian bond papers, Superfine Linen Record was first made at St. Jerome, P.Q., in 1882. Ever since it has maintained its position as the best-known and most widely used bond and ledger in Canada. The Rolland Paper Mills produce a full range of high quality papers, which all bear the "R. Shield" watermark.

Superfine Linen Record was awarded the Gold Medal, Antwerp, 1885; the Gold Medal, Chicago, 1893, and the Grand Prix, Paris, 1900

The Rolland Paper Co., Limited, Montreal

HIGH-GRADE PAPER MAKERS SINCE 1882

Mills at St. Jerome, P.Q. *and* Mont Rolland, P.Q.

Better Late Than Early?

Recently we were appointed to handle the publicity for a new advertiser.

He intended starting his advertising right away.

But we suggested changes in his advertising and selling plan that will also necessitate important alterations in manufacturing his product.

While his product has always been a high-grade one, the alterations in manufacturing and changes in the selling plan will result in increasing the confidence of the dealer in the product.

Therefore, the product will be easier to sell to the dealer. Clerks can sell it without any risk of misrepresentations. And the product can be more effectively advertised because the change in manufacturing makes it possible to give it a 100 per cent. guarantee.

This manufacturer's advertising will start several months later than planned, but the right start is better than an early start.

If you are thinking of a publicity campaign and desire "Service with Sincerity" before your advertising starts as well as after it is under way, a letter will bring one of our directors to see you.

The James Fisher Company Limited

ADVERTISING

386 Yonge Street, Toronto

Members:
James Fisher
W.H. Bowman
E.W. Reynolds
W.M. Chisholm
J.W.G. Clark
Wm. Wright

Service with Sincerity

Volume XIV. Number 11 *Toronto, September 1st, 1920*

Marketing and Business Management

Edited by W.A.Lydiatt

Fall Campaigns Starting

Much Depends on what you decide now

Business is getting back to the old strictly-competitive basis, and the expending of the advertising appropriation during the next six months will have far-reaching effects.

Put your problem up to us

Thirty years' experience has given our organization the leadership in Canadian advertising. To take advantage of this wide experience is to gain a distinct advantage in your particular field.

A. McKIM, LIMITED

Advertising Agency

Montreal Toronto Hamilton Winnipeg London, (Eng.)

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA

20 Cents a Copy

SEPTEMBER 1st, 1920

$2.50 a Year

Lantic Sugar, new and unknown, coming on to the market on the eve of war, had to compete with wealthy refiners of a half a century's unblemished reputations.

By intelligent sales methods, posters, window displays, etc. Lantic gained supremacy in short order and Mr. G. F. Morrow who piloted the advertising, says a campaign minus posters has as much chance to win as a political parade without a brass band, or a circus without an elephant. Impressive, dominating posters established the Red Ball as a hall mark for sugar quality, and created a momentum of habitual Lantic buying.

The reproduction is one of many successful Lantic Sugar posters.

ON the boards you are not overshadowed by bigger advertisers.

Spaces are standard. All are the same size, Many are "island position."

There's no chance of your advertisement being overlooked. Your audience is not confined to Grits or Tories, old or young, men, women or children, capitalists or workers.

Posters reach *everybody alike*—give every advertiser equal and unequalled, prominence.

May we show you how you could use posters?

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative.

Poster Advertising Association

OF CANADA

OFFICIAL REPRESENTATIVES

WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
HARRY DUKER, LIMITED		VANCOUVER, B.C.
GOULD-BAIRD POSTER CO.		HAMILTON, ONT.
LINDSAY, WALKER CO., LIMITED		WINNIPEG MAN.
CANADIAN POSTER CO.	Lewis Building, St. John Street	MONTREAL
E. L. RUDDY CO., LIMITED	11 E. Wellington Street	TORONTO
A. R. KENT	Kent Building	TORONTO

W. W. SCANE, Secretary, CHATHAM, ONT.

Canadian Farmers Constitute a Market of Tremendous Possibilities

New Conveniences and New Comforts are Being Sought and Bought by the Men and Women of Agricultural Families

FARM conditions are changing rapidly. Farming is becoming a highly specialized business. Farmers are buying freely of those things which make farming more comfortable, convenient and efficient.

Merchants in towns and villages in farming communities carry a diversity of lines of merchandise, and farmers are buying the best that skilled craftsmen can produce.

The dividing line betwcen "city bred" merchandise and "farm" merchandise has been abolished—with the exception of farm equipment which, from its very nature must belong to a class by itself. The farm market is really a ***plus*** market. ***Anything that can be sold to urbenites can be sold to farmers.***

Do You Sell to City Folks? Then You Can Sell to Farmers!

Farmers are buying musical merchandise, electrical devices, automobiles, trucks, jewelry, packaged food stuffs, wearing apparel, toilet goods, furniture and household appliances and equipment usually found in urban homes.

FARMERS' MAGAZINE offers you a ready market outlet among progressive agriculturial families throughout Canada. FARMERS' MAGAZINE has been a pioneer in the creation and enlargement of the farm market for urban merchandise. Every issue of Farmcrs' has driven and continues to drive home salient facts regarding increased efficiency and comfort in farm life.

Farmers' renders a strong, constructive service to the agriculturists of Canada. Editorial and contributed articles back up the sales efforts of advertisers. That this service is appreciated is evidenced by the growth in circulation. Over 35,000 copies of Farmers' are being distributed the 1st and 15th of each month. The new lines being advertised in Farmers' show that advertisers recognize the possibilities of the farm market.

Come with the rising tide—advertise your merchandise now. Use FARMERS' MAGAZINE regularly.

Twice a Month Now—Every Week Beginning February 3rd, 1921

The progressiveness of farming—commercially, politically, socially—and of FARMERS' MAGAZINE, has created an urgent demand for more frequent publication of this serviceable magazine. FARMERS' MAGAZINE will, therefore, be published every Thursday, beginning February 3rd, 1921. Start now to draw to your product the intensified reader interest created through this announcement to the agriculturists of Canada

Ask us for complete information regarding the possibilities of farm market for the merchandise you are advertising.

FARMERS' MAGAZINE

Canada's National Farm Magazine

The Maclean Publishing Company, Limited

143-153 University Avenue, : Toronto, Canada

This Salesman
—Never Eats
—Never Sleeps

—Works Hardest
—Costs Least
—Accomplishes Most

Tell Your Story in Color by Street Car Advertising

Color has an irrestible appeal for the average person. When used judiciously in connection with an advertisement it adds greatly to the effectiveness of the message.

This is particularly true when it is used on a street car card. The latter has "preferred position" no matter where placed; add the color effect, and it simply cannot be missed.

Color effectiveness in 11 in. x 21 in. space, plus enormous combined circulation in the 56 street car systems throughout Canada controlled by us, plus low cost, make street car advertising the best **value** in the advertising field.

That national advertisers concur in this statement is evidenced by the growing "waiting list" of firms we are temporarily unable to accommodate with a partial or a complete service.

If you have not yet used street car advertising, we suggest that you allow us to advise you how, and in what centres, we can serve you. The sooner, the better.

The Canadian Street Car Advertising Co., Ltd.

TORONTO OFFICE
TEMPLE BLDG.

EXECUTIVE OFFICE
BANK OF OTTAWA BLDG.,
MONTREAL

WINNIPEG OFFICE
UNION BANK BLDG.

103,628 Net Paid

Cities of 100,000 and over . .	23.6%
" " 50,000 to 100,000 . .	7.2%
" " 25,000 to 50,000 . .	6.5%
" " 10,000 to 25,000 . .	21.8%
" " 10,000 and under . .	21.0%
Total Urban Circulation . .	80.1%

EVERYWOMAN'S WORLD shows the above net paid circulation and distribution, as per its June 1920 report to the A.B.C.

EVERYWOMAN'S WORLD advertising rate is based on a circulation of 100,000 net paid.

Over 98% of this great Canadian circulation goes directly to the women in the best class of Canadian homes—the buyers of 90% of all food, 95% of their own and children's clothes and 23% of men's wearing apparel.

EVERYWOMAN'S WORLD never quotes total printing order or gross distribution to advertisers.

EVERYWOMAN'S WORLD has no "Confidential" Rates either for advertisers or agencies.

"Canada's Greatest Magazine"

To Advertisers and Advertising Agencies

The three progressive Nova Scotia newspapers owned by the late Senator Dennis will be carried on under the same management.

This was the wish of our late chief; and in fact, he had completed all necessary arrangements for the continuance of his publications in the public service.

It is the ambition of those charged with the responsibility of directing the "Big Three" newspapers of Nova Scotia—The Halifax Herald, The Evening Mail and The Sunday Leader—to maintain the high standard established by the Senator; and they will in future, as in the past, be devoted to the public welfare. Frank—Free—Fearless.

The Halifax Herald
The Evening Mail
The Sunday Leader

W. H. DENNIS,
Business Manager.

Halifax, September 1st, 1920.

SEMI-MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO-FIFTY A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIV, No. 11 TORONTO, CANADA SEPTEMBER 1st, 1920

PROMOTING YOUR SALES BY MAIL

Constant checking up and frequent communication with customers builds sales volume. Advantages of intensive educational work, of which campaign of Armour & Co. is excellent example. Continued from July 15th issue.

Written for MARKETING by WILLIAM A. HERSEY
Manager Mail Sales, Ingersoll Watches

DEVELOPING customers is a great deal like gardening. When you start a garden, that is, a real garden, you must first prepare the ground, and then plant the seeds. But you cannot stop there if you want results. The garden must be watered, for you cannot always depend on Nature. The weeds must be picked, and possibly the plants sprayed.

In other words, if you left the garden to shift for itself, you would soon have a poor crop of plants, and a mighty good crop of weeds. If you expect each plant to yield its best, you have got to give it a great deal of attention.

Applying the same logic to your customers. If you merely depend on your salesmen's calls, a good many customers will drop out, or sales will fall down. A salesman cannot see all dealers he calls on, and on the other hand, little misunderstandings often arise between the customers and the house, which causes the dealer to discontinue the line.

CHECKING YOUR LIST OF CUSTOMERS

If you have not checked your list of customers for some time, do so,, and I am sure you will receive some surprises.

In this particular phase of the work, it is often possible to use form letters that reach large classes of dealers. Personally I have found that the letters that pull the biggest percentage of returns are those in which the personal note is injected. This can be done by separating your dealers into small groups. As to the type of letters to use, that, of course all depends on the proposition. But

Mr. Hersey will be glad to answer any subscriber's questions connected with sales promotion by mail or direct advertising. If personal, direct answer is desired enclose stamped envelope for reply. Address your questions care Editor MARKETING.

you can take it pretty much for granted that if a dealer stops handling your line, there must be some reason for it. Possibly he has only forgotten to order, or possibly he has a grievance. At any rate, it is advisable to find out why he hasn't bought, rather than use the type of letter that directly solicits business. Of course, I am speaking generally, rather than specifically. Here are two such letters that has been used with good results.

Dear Sir:—

In looking over our records this morning I notice that you have not been as good a customer of ours as you have in years past and the more I looked at your record the more I wondered what we have done that caused you to practically stop handling our watches.

Finally I decided to drop you a line and ask you whether you will be willing to tell me frankly just what the trouble has been. Has there been anything we should have done that has not been done—and is there anything we can do to get you back on our list of active customers? If there is, we surely want to.

Of course, accidents will happen at times. And if one has happened in your transactions with us I hope you will tell me about it. I am sure I can fix things up the very day I get your letter.

Just use the enclosed stamped envelope—a few words in pencil on the back of a sheet will do.

Dear Sir:—

If you liked a good cigar after dinner and your family doctor were to tell you: "Better cut out your smoking" you would be missing something, wouldn't you?

Now that's the position we are in.

WE'VE MISSED YOUR ORDERS

It has been so usual for us to receive them we just naturally could not help it. And though we've looked high and low through our files there doesn't seem to be word from you of any kind telling us why it has been so long since we received an order.

"THERE'S A REASON"

Will you tell us what it is? If anything has occurred in your dealings with us to cause dissatisfaction or if we have failed to render some services that we should have—we'd certainly like to know about it.

Don't go to the trouble to write us. Just use the back of this letter—and a lead pencil will do. You can bet that we will give your letter prompt attention.

The return envelope enclosed is already stamped.

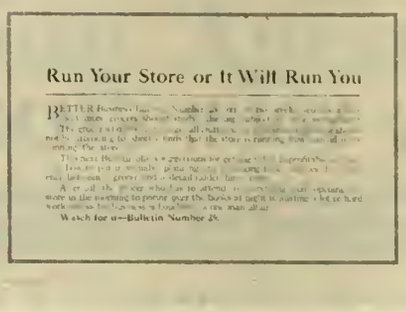
Do not, however, make one mistake which I know is made frequently. And that is, write a letter, asking why the customer has not bought for some time,—get a reply—and then not be able to answer it with the same degree of intelligence and thought that was put in your letter.

As illustrating variety in the approach two other letters are quoted:

Dear Sir:—

Whenever you travel away from home—go to your club or lodge, or join in any of your social circles—

(*Continued on page 500*)



Some time ago, the Armour Packing Company of Chicago sent out a series of "Better Business Bulletins" to dealers. These bulletins were, I believe, among the best of the kind that I have ever had the privilege to see. They not only pointed out new markets for "Armour" products and sold the dealer on the "Armour" product, but gave the dealer many little business-building ideas. Below are excepts from some of these circulars.

Your Customers Look to Your Clerks for Service — So Teach Them How to Serve

In one of the country's most famons retail stores there is a shoe clerk who is known to have over three thousand regular customers!

Think of it—one clerk with a following so large that women have to telephone a week in advance to get an appointment for this clerk to wait upon them!

Unusual? Certainly. But the point of *dependence by the customer* upon the *judgment of the clerk* could not be better illustrated than by this incident, even though you are not selling shoes.

No, you're selling *service*.

Any grocer can sell *groceries*.

Your store grows as your service grows—and the biggest part of your service is rendered by clerks, the value of that service depending upon:

Their knowledge of stocks.

Politeness.

Ability to suggest possibly forgotten items.

Ability to *think*.

And it's up to you to train, educate and promote the worthy ones—weed the others out.

For in the final analysis, your clerks are *you*, and customers quickly learn this fact

Don't blame clerks for shiftless selling if you've never taken the time to educate them. Make lesson Number One *knowledge of goods*. With this ingrained, a clerk with natural ability will pick up all those little tricks of pleasing the buyer.

But you've got too much at stake to take chances by "turning a man loose on his own." Teach the older men and new men that they will advance in your store in exact proportion to the way *they use their heads*—and then show them how.

There isn't a clerk in a grocery store today who can't learn some thing new every day in the week—no matter if he has been in the business all of his life. Make it your business to teach your men the value of individual study of each customer served.

Your customers look to your clerks for service—so teach those clerks how to serve.

* * *

Train Your Clerks to Make Sensible Buying

When a woman gets home, checks over the contents of her market basket and finds she has forgotten some simple article your clerk should have suggested to her, she blames her own forgetfulness, but the clerk could have prevented this happening.

She buys, for instance, a can of Vegetole or some other Armour cooking fat. The clerk puts the package in with the rest, looks up from his order book and says "And is that all?" Mrs Housewife looks over the basketful of groceries—racks her memory for a second—and replies "*Yes, that's all.*"

Now that is what many and many a clerk does day after day—puts the hackneyed old question "And is that all?" *Ordinary* clerks do this. *Good* clerks would have filled the order, looked it over and put this question to themselves "Now, what else should she have with what she has bought?"

Doesn't a can of Vegetole suggest that she should have baking powder, flour and flavoring extracts?

The on-the-job clerk would have *helped* that customer immensely by suggesting these other natural items. She may have all of these items at home—but you can be sure she appreciates his suggesting them. It shows sales intelligence and all customers respond to intelligent handling.

Teach your clerks to *use their heads as much as they use their order books* and you will profit by many added sales.

The Case of the Two Dozen Fruit Jar Rubbers

Here is an actual conversation overheard by an Armour man:

Customer: "I want two dozen fruit jar rubbers."

Clerk: "Yes, ma'am, is that all?"

Customer: "Yes, I think that is all."

Clerk: "Do you want it sent up?"

Customer: "Yes, you might as well."

Some sales intelligence!

And it costs the grocer eight cents to deliver the fruit jar rubbers! That clerk couldn't have done worse. He forgot everything that naturally goes with fruit jar rubbers—added a useless expense to the purchase—and the chances are the customer remembered some of the preserving articles she would need at just about the time she reached *the other grocery* two blocks nearer her home.

* * *

These Display Ideas Have Sold More Goods

A Northwestern market man has written us that he has a *special counter for dressed poultry*.

It is located in the centre of the store and no customer can fail to be attracted by it. Naturally, he selects this stock with extra care and sees to it that the counter is always kept orderly and clean.

A competitor of his across the street still uses a valuable window for poultry display *and has been using it for nothing else* for quite a while. But the first grocer uses his windows for the best trims he can get from manufacturers—dresses them for

One dealer whom I know mentioned that he saved every one of these and had his clerks read them as well. Some of this copy is directed to give the dealer business-building ideas, and other parts point out new markets for the "Armour" products. These are but a few of the examples of how you can embody business-building suggestions in your circulars and letters and make them bring bigger business for you.

special occasions—changes them every week and gets women into his store who have been attracted by the window displays. The counter does the rest.

A New Jersey food merchant arranged his window *to show the housewife the various cuts of a side of beef.* Ribbons were stretched over the beef to illustrate the various cuts—the ribbon also running to platters upon which samples of the respective cuts were shown.

The Quick Sales Advantage of an Armour Oval Label Department

The plan of concentrating all Oval Label products in one section saves time for the buyer; suggests other articles she may not have known were sold under the Oval Label; eliminates waste motion.

A customer of ours in a middle sized Tennessee city writes us that his Oval Label Department gives him twelve turnovers each year. Profit depends—absolutely—upon turnover. Slow moving, time-consuming, *unknown* brands rarely turn *six times a year*—and the store that does this well with unadvertised products is to be congratulated upon its clerks.

You will find that your clerks and customers welcome an Oval Label Department. Prominent display of this good kind reminds the housewife of products which she has come to know through national advertising—products she is already convinced are top-quality.

Invite your customers to shop in the shelves of your Oval Label Department. Show prices on all goods. It simplifies selling. The clerk does not have to use up selling time pushing such goods.

Talk to the Armour salesman about this. He can tell you of other stores which have profited unusually by concentrating consumer attention upon Oval Label nationally advertised foods.

Always Feature Rapid Sellers

Check up on "shelf-clingers." Hold special sales and get rid of them. Their valuable shelf space can be making money for you when occupied by known sellers.

Many a sale has been made by the attractive, clean package which speaks to the customer from shelf or case. This is especially true of those well established, trade-marked packages which she has seen featured in her favorite magazines.

* * *

The Sure Profit in Cultivated Land

If you decided to farm for a living—and were shown two pieces of land—which would you choose, the cultivated 160 acres or the 320 acres of raw land?

If you had the time and reserve capital the 320 acres place might be the best buy—but you would be *sure* of an immediate living out of the *cultivated* 160.

Of course the big, untouched 320 would tempt any man who saw what could be done there in a few years of hard work—but the farmer who had to make sure profits and quick profits would take the smaller place every time.

Your Customers Are Cultivated Land

The grocer who is tempted away from the ready crops in his already cultivated trade and lets *established* business suffer while he tries to break the raw ground of new trade is making a fatal error.

Mind you, we say the man who neglects established trade. Of course you have to build new business—but never go after it until you know you can take good care of all the business you've got now.

Many a farmer is land poor because he takes on more acreage than he can work. Many a grocer is pocket poor because he tries to expand too fast.

There's always a glamor about the *new* customer—but never let it blind you to the sure profits and quick profits in your *established* trade. Neglect *one* dependable customer to get two unknown new customers and you're fairly sure to lose money on the deal.

* * *

Is Your Competitor Getting Your Trade

Every now and again there comes a time when a customer either begins to buy less and less from your store or quits trading there altogether. When this happens not only in individual cases, but among groups of your regular patrons, immediate action is necessary.

Questions like these the alert merchant must continually ask himself: Is my list of customers on the increase or decline? If declining, what are the remedies? If stagnant, how can more increase be effected? Do my customers give me *all* their trade or only part? What assurance have I that some of my customers will not forsake me next week, or even today?

The housewife owes nothing to your store in particular. No law says she must continue buying there. In fact, the wise, experienced householder-buyer is ever watchful of any superior service, or goods, or lower prices *your competitor* may have to offer. You must create new ties to bind your customers to you. You must study influences that may affect your trade, and adopt measures to successfully combat them.

* * *

you make a friend or two. Some of 'em are mighty fine people and you get to be right friendly with each other. But you don't become *old friends* for quite a while.

We are the same way. We make friends, new accounts every year. And while we delight in giving them the best of service they don't gain the status of old friends for quite a while.

For some reason or other we have not as many orders from you during the year of 1920 as we have in past years. If it is through any fault of ours, tell us what is wrong and we will "make good." If it is simply because of some local situation beyond your control write us about it so we will know that you are still "with us."

A few words from you would be appreciated. Don't go to any trouble to write—just use your pencil and write on the back of this sheet.

And please use the enclosed envelope—it is already stamped.

Thank you.

Dear Sir:—

Murphy and the section boss were pumping a handcar down the track when the boss said:

"Someone in this car isn't doing their share of the work."

"Begorra,' said Pat, "if I thought you meant me I would quit my job'."

Now we don't want you to "quit the job" we want to see you "on the job." And right here is where the sticker comes in. We used to receive a nice amount of orders from you but for the last year we have received but ( ).

If anything has occurred in your dealings with us to cause dissatisfaction—or if we have failed to give you the right co-operation—please let us know about it. We want to do more than to sell our watches to you as a retailer—we want to help move them over your counter—to turn your investment into profit. And if the lack of orders is due to a failure on our part to help you move them fast enough—tell us about it and you will find us "on the job."

There is a little business embassador enclosed—the stamped envelope that will bring your reply to us by return mail.

Thank you.

When sending out letters of this kind, be sure that they look like personal letters. If they are multigraphed, or duplicated on some other machine, see to it that the name and address is filled in with an exact match—and evenly. On small lists, it is advisable to type the letters. Along the same lines, when you write a customer asking him for a reply, it is advisable to enclose a stamped, self addressed envelope. I have found that you can get a much bigger percentage of replies by using stamped envelopes than you can otherwise.

Another good idea of this kind that I have used is to clip the stamp to the letter, instead of putting it on the envelope; or, to enclose two pennies, telling the dealer to use the pennies for the stamp. This seems to attract more attention than a stamped envelope.

Dealer Educational Work

In the last few years, many large manufacturers are realizing that it is to their advantage to educate the dealer. He has only to examine the records of the failures reported by the large commercial companies to find out what a small percentage of dealers are really good merchants. Of course, it is difficult for the smaller concerns to do any intensive educational work, but you can, in your dealer literature, work in ideas that will tend to teach the dealer better business methods, and at the same time, coach him to sell more of your goods.

Along these lines, the Armour Packing Company, of Chicago, have done excellent work. Excerpts of copy from some of their circulars are shown on another page.

Educating Dealers to Display Lines

Little need be said, I am sure, that the selling of many commodities, especially advertised articles, de-

(*Continued on page 522*)

Functions of Sales Promotion-by-Mail Department

(*Continued from July 15th issue*)

II. Developing Customers.

(a) Checking customers lists periodically and writing to dealers who have not bought for a certain length of time. Special letters can be planned in special instances.

(b) Writing to dealers who do not handle all lines.

(c) Writing to dealers whose sales have fallen down.

(d) Writing to dealers who do not handle as large a volume as they could.

(e) Writing to dealers who do not display, pointing out the advantages of displaying the line.

III. Educating Customers to Sell More Goods.

1. To teach better business methods.

   In conjunction with the regular work, it is possible to teach the trade better business methods. Besides making better customers for yourself, it helps to build up good will.

2. Show the dealer how to sell more of individual lines.

   (a) Point out opportunities for selling different lines. Quite often, there are certain lines which fit certain classes of trade, which the dealer has not thought of.

   (b) Coach him on displaying the line in the window and inside the store.

   (c) Point out what effect store arrangement has on sales.

   (d) Writing special booklets to dealers to assist them in the sale of your products, such as booklets to clerks, a booklet showing how to advertise the line, showing electrotypes, etc. These are a few of the things that can be covered in dealer help booklets.

IV. Develop Territores.

1. To analyze sales by localities.

   (a) To secure maximum of sales per capita in all localities.

2. To build up localities where sales are below normal.

   (a) By building up customers in localities where sales are below normal, that is, dealers who are already on the books.

   (b) By opening up new accounts in localities where present dealers cannot, or will not, handle more goods, or where distribution is poor.

V. To Sell Advertising.

1. To notify the trade of campaigns.

   (a) To sell all advertisements to the trade, so as to secure displays to connect up with campaigns, and to see that the dealers have stocks of goods which are to be advertised.

PUTTING NEWS VALUE INTO HEADLINES

How the Heading may be Written to Arouse the Reader's Interest in the Copy

Written for MARKETING by WILLIAM G. COLGATE

THE writing of headlines, however simple it may seem, is an art. And like all other arts, it requires of those who would succeed in it much patience, some diligence a discerning eye and an ability, native or acquired, to sense unerringly the salient features of a "story." If nature has already endowed you with these qualifications, well and good. If not, your only and obvious course is to set out to develop them. A certain amount of assistance may be derived from books; though more specific and readily available help will be obtained from the advertising and news columns of the carefully edited and well made-up newspaper and magazine.

A news head, when rightly written, is a condensation of the salient features of the sequent item expressed in terse, dramatic form. And this principle will be found to apply to all copy, whether advertising or news. Very often indeed, the only essential difference between the two kinds is in the name by which each is designated. I have seen, and so has everyone, news that was first-class advertising and advertising that was first-class news. This being so, when it comes to writing the heading, news and advertising may very well be considered as one.

It is unfortunately the case, however, that advertising copy will lose considerably in value from poorly written heads. Frequently headlines are used which have but a slight relation to the ideas suggested by the text. Often, too, they are lacking in the qualities necessary to provoke the reader's attention and curiosity These defects are all the more lamentable in so much as a close reading of the copy and some understanding of its significance would have enabled the copy man to frame a headline which would have presented logically, concisely, invitingly, the most interesting and provocative aspects of the subject. If it is desirable that news heads be treated in an interesting fashion, when the matter is certain of the reader's attention, how much more is this true in the case of advertising where the reader must be coaxed and cajoled into perusal of it. Yet despite these conditions, which are generally accepted as axiomatic, advertisers go on using headings which impair or cancel the selling value of advertising, otherwise strong and convincing.

If one is looking for examples both "horrible" and good, the advertising columns of the newspaper and magazine will furnish them a-plenty. One's preference naturally inclines to the specimens on the positive side, since these are likely to teach us more from a practical point of view. Here is one from a life insurance advertisement which is almost startling in its direct and personal application:

WHEN THERE ARE NO MORE PAY DAYS FOR YOU— WHAT THEN?

The illustration which accompanied it depicted a group of workmen passing in line before the cashier's window to receive their weekly pay cheques. The point was obvious. It stirred the reader's imagination, stimulated him to reflective thinking, and led him logically to a consideration of the arguments presented by the copy. Of the number who were prompted to respond directly to this appeal there is no telling. Individual reaction to such advertising can seldom if ever be determined with reasonable accuracy. However, it would be rash to assume on that account that the Company's representatives did not get a more sympathetic and interested hearing from readers who were later solicited to take out policies and thereby protect their future years from want and suffering. And all because of a headline that had power to touch the imagination of the wage-earner, whose sense of personal responsibility for his family's welfare, always strong, can, if it may be fairly presumed, be quickened into action by the right kind of appeal. Experts would classify such advertising as good psychology; most of us, on the other hand, would prefer to call it plain commonsense. The probability is, both are right. At any rate we are favorably impressed and that is the main thing.

Another insurance advertisement in the same morning's paper was headed:

97 MEN DIE POOR

This indeed is "something to give us pause." Move this heading over to a news story and everyone would follow it absorbedly. Will it stand the test in the advertising columns? I think so. Why? Simply because it touches a question with which every one of us is vitally concerned—the possibility of an old age of poverty, and in the background a mourning family left in abject want. Our attention is attracted, our curiosity and self-interest are aroused, so that we read the whole story; and that's just what the astute and designing copy writer intended that we should do.

What's this?

EVERYBODY NEEDS "WATCHING"

A hoary-headed old pun to be sure. First cousin really to the ancient one the waggish reporter used to delight in, such as "John J. Jones was "caned" last evening." Nothing of course happened to Jones worse than being made the embarrassed recipient of a gold headed stick by a group of admiring fellow townsmen. But the w. r. gleefully fancied he saw the gasp of dismay with which readers of the paper would greet the shocking news next morning. Though long buried, this piece of resurrected humor still has power to inveigle us and to turn the matutinal frown into an appreciative grin. Then the advertiser has the floor to himself.

A manufacturer of plumbers' supplies advertises:

CO-OPEERATION BASED ON LONG PRACTICAL EXPERIENCE

which is commonplace enough. Looking over the copy, my eye lights on the line "benefit by the sixty-five years of progressive effort which the Crane Co. has devoted," etc. Here at least is the germ of a strong headline. Or take the first words of the text: "Crane Service is placed within your reach through fifty-seven branches and showrooms." Either of these suggestions is to be preferred to the actual heading, simply because they are much more likely to attract attention and provoke thought—they are definite, specific, vivid, whereas the original head is lifeless, colorless and abstract. They have what Walter Bagehot in one of his essays calls the *literatesque* quality, that is,

thing conerete and tangible. And it they convey to the mind of the reader a clear, well-defined picture of someis the conerete and tangible which interests us, not the indefinite and general. Again, the heading.

THIS CLERK MAKES NO MISTAKES IN ADDING THE ITEMS OF A SALE

taken in conjunetiòn with an illustration of an intelligent and attractive-looking girl at a eash register, is pretty certain to interest the business man and storekeeper on the lookout for more efficient and more eeonomical methods of doing business. When it is considered that errors in addition usually mean serious leaks in cash, no further evidence need be submitted as to the appropriateness of the heading. It hits at once the merchant's most vulnerable point —his pocket book. It arouses, too, euriosity as to how mistakes are averted, and, having reached that stage, the reader goes on to scan the copy. It is worth noting that the headline stresses the service rendered rather than some structural feature of the device.

The interrogating form of headline, though common, is usually effective in arousing the reader's curiosity and interest. A tire company asks in bold type:

HOW DO YOU MEASURE A TIRE?

Whether a motorist has his own pet scheme of measurement or not, he is almost sure to read the advertisement, if only to find out how the advertiser does it. Estimated on this basis, the headline is good, because it secures a reading for the sequent text and that's all that any headline can do. Another excellent example of this type of heading is the familiar DuPont Fabrikoid query: "How many hides has a cow?"

YOU CAN'T STEP ASHORE FROM A MOTOR BOAT FIRE

dramatically exclaims the headline in a recent Pyrene advertisement. How could the deadly danger of a sudden fire far from land be more graphically suggested? Even, a strong gripping painting of a couple of men trapped by fire in a motorboat in a gloomy and boisterous sea adds nothing to the terror inspired in the imagination by the simple, unadorned headline, with its stark and tragic message full of meaning.

I turn over the magazine page and see what appears to be an appeal on behalf of pie—"the great American dessert." It is not though;—for after reading about half way through the text, I find that in reality it is an advertisement for the Taylor Oven Thermometer. What helps to mislead the reader is the picture at the top which shows a hand lifting a section of pie to a plate, and the heading underneath "To top off a good meal." A far more suitable and specific opening would have been:

THE TAYLOR OVEN THERMOMETER WILL TELL YOU THE MINUTE THE BAKING'S DONE

This would have tied the thermometer right up to the delicious looking pie, and would have conditioned good baking upon the Taylor Oven Thermometer. Doubtless this is just what the copy man had in mind, though one would scarcely guess it from his writing. It is only fair to say, however, that all Taylor advertising is not of this type. Much of it indeed is remarkably good of its kind, showing, as it usually does, that small space need not necessarily smother those qualities which make an advertisement attractive to the reader. Nevertheless, this latest Taylor advertisement serves to confirm the vital importance of the right headline in copy.

In a well-considered head, the especially strong features of the article, goods or service are brought out. Usually some particular feature or pivotal point is emphasized and thoroughly explained in order that there may remain in the reader's mind a reason why this article, this service, would be a desirable and useful one for him to buy. The buyer seeks news of merchandise; help him to find what he wants or should have through a headline that will act as an accurate and inviting index to your story. It is neither needful nor advisable that he should be told everything in the headline, but at least enough should be told to arouse his curiosity and whet his appetite for more.

As to how much shall be said and how, this is something which must of necessity be left to the discretion of the copyman. There are no arbitrary rules; there is no royal road. Practice, study, observation, alone will tell him what to say and how best to say it.

SOME GOOD TESTS FOR HEADLINES

ATTENTION VALUE

How quickly will your headline stop the reader? Consider it in relation to the advertising and reading matter around or near it.

THE SELLING POINT

Has your headline a definite specific idea? Will the reader get it easily? Or is the statement it conveys too ordinary or abstract to leave an impression?

RELATION TO TEXT

Does your headline stress the central point elaborated in the copy; or is it general and vague and lacking in directness.

TYPOGRAPHY

Have you selected a type face easy to read and in harmony with the subject matter; or will it by its general unsuitability create a discordant note in your appeal?

LENGTH

Do not make your headline too long. Remember one of four words is more quickly read than one of fourteen. Though do not hesitate to go the limit if the case requires it. You will have to be your own judge of this.

Keep these tests in mind when next you have to prepare copy. They will help you to get better results from your advertising.

Spreading News

Without a right idea (viz.: a product that renders service), at the back of it, all the specious cleverness in the world cannot make an advertising campaign a permanent success. Advertising is only the spreading of the news about an article. It is the substitution of the printed word for the spoken. It is an attempt to gain a good reputation for a product with the greatest possible number of purchasers A constant reference to these elementary statements will clarify the atmosphere for us whenever we have to write copy about a product.

—Waxman.

The Canadian Edison Appliance Co., Ltd. of Stratford, Ont, is planning an advertising campaign for its electrical household and commercial appliances.

The "Morlight" Headlight Controller and "Safety First" Steering Device, two Ford accessories, are being advertised in newspapers and farm papers by the Carter-Orviss Co., Toronto. Moving pictures are also being used. The advertising is placed direct.

The Toronto *Star Weekly* sells to the public at 10 cents a copy commencing with its issue for August 14th.

The "Work Horse" of the Advertising Campaign

The Daily Newspaper is the "work horse" of most advertising campaigns. It produces the great and tangible results—and in most cases at less cost. No other medium speads an advertising message so broadcast and for so little money as the Daily Newspaper.

In the pinch of higher costs of all classes of advertising, the larger daily newspapers are actually carrying more General Advertising because shrewd advertisers are concentrating their money in the mediums that profit them the most.

*NAME ON REQUEST

While Daily Newspaper rates have advanced, "advertising space is actually cheaper than it was before the war," states a leading Canadian general advertiser.*

A Full Page Advertisement For Half a Cent

At present rates, The Globe will take a full page advertisement into its 87,000 homes for half a cent per home. This cost includes advertising agency service, and every other item down to delivery to the Home. It is only a fraction of the expense of any other method.

And Globe advertising rates are consistently the highest among Canadian Dailies, for its circulation is many thousand above that of any other morning paper.

Carrying the most General Advertising in its field, The Globe is the leader in results to general advertisers.

Think before you cut down the "work horse" of your advertising campaign. Drop the extravagances first. Keep up your space in the Dailies. If you must make economies even in the Dailies, you will find it profitable to analyze carefully the character, field, and size of your mediums, and concentrate in those of the greatest proven worth.

W. G. JAFFRAY
President

The Globe
TORONTO

Wm. FINDLAY
Bus. Mgr.

Member Audit Bureau of Circulations

UNITED STATES
Verree & Conklin, Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.

Highest subscription rates in Toronto. Carries more General Advertising than any other Toronto paper.

CANADA
EASTERN OFFICE
303 McGill Bldg., Montreal, Que.
J. R. Hamilton, Mgr.
WESTERN ONTARIO OFFICE
25 Hughson St. S. Hamilton,
J. P. McBride, Mgr.

GREAT BRITAIN—T. R. Clougher, Royal Colonial Chambers, 17 Craven St., London, W. C.

KIRKWOOD'S LETTER FROM LONDON

Much free advertising secured for commercial purposes. Too much expected of advertising. English market none too thoroughly exploited by British. Some attractive British advertisements. Newspaper enterprise. Current comment of interest.

By John C. Kirkwood
Marketing's British Correspondent

FREE publicity in British newspapers is common. Editors in their news columns will, quite frequently, give remarkable publicity to a firm, or entertainment, or enterprise, or country, or town, or cause.

I have in mind, in particular, the case of two importers of Australian jams. Because these jams could be sold to the public at about half current prices, and because the importers had a real grievance, the newspapers told their story fully and sympathetically, and continued to tell it in successive issues. The consequence was that these dealers found themselves embarrassed by the flood of orders which had its source in the free publicity given by the newspapers. As I write, and so far as I know, no paid-for advertising has appeared in the public press acquainting the public with the full story and the full proposal. I do know, however, that bright advertising men are trying to get the Australian Jam Importers to use newspaper advertising to make a big and rapid clearance of their stocks.

A Marketing Problem

This Australian jam was imported for the British Government, if not by it, before the Armistice. It was not permitted to be offered to the civilian population until quite recently. The retail grocery trade does not want to handle the jam, which can be sold to the public at half or less than half the prices at which domestic jam can be sold. Retailers may not profiteer on this jam, and after present supplies are absorbed, they cannot repeat orders for sale at the same prices. Also, it is better from their point of view to sell the higher-priced jam, and to maintain good relations with British jam makers.

Confronted with the necessity to convert their jam into cash, and feeling aggrieved, the importers told their tale to the newspapers, and the newspapers gave them columns of space, and have demonstrated their power to sell this jam—some of it.

Just some of it, not all of it. If the hundreds of thousands of cases, each containing from 2½ dozen to 4 dozen 2-lb. tins, are to be sold, and sold quickly, in case lots, at from 10s. to 15s. and more a case, display advertising must be used, and the story told in large spaces, signed by the vendors. A good advertising campaign, conducted in a business-like way, can do more than can be done by free publicity. The advertiser can maintain his story, day after day, giving it all the power he wants it to have; but if and when he leans on free publicity, he leans on an unstable thing, which will let him down, and this quite properly.

In passing, I suggest that there is a nice marketing problem in this Australian jam situation. How can 1,000,000 tins of jam be profitably and completely sold direct to the public, in case lots, at from 10s. to 20s. a case?

The Test of Free Publicity

If a commercial, institutional or organised interest sought to get free publicity, for revenue purposes, the probability is that the editors would turn a very deaf ear to their supplications. But when an editor persuades himself that he is serving his readers when he publishes in his news columns what would appear to be free publicity to the man who writes the yellow bulletin of the C.P.A.—or is it the C.D.N.A.?—then the free publicity is given, generously. Thus, when a London drapery firm secured a huge quantity of sewing cotton (spools of thread, in the Canadian language), the daily newspapers told all about it, naming the firm, and the price, and recommending the public to snap at the bargain. Similarly, when Shackleton, the Antarctic Explorer, was having very poor audiences at his lectures, given to raise money for a benevolent object, the newspapers helped him by repeated free publicity, and turned failure into success.

Names of firms, and their business interest, are frequently given in the public press, put there as news items, by the news editor. But let an advertiser seek to get in something which is pure advertising, for his own ends, and he'll probably get a shock. I recall that when I was on the London *Daily Mail* some years ago, a furnishing firm wanted to have inserted in connection with the account of the furnishing of a royal yacht that it supplied the furniture, or rugs, or whatever it was, and it couldn't get a line in—just 10 words or so, for which it was willing to pay £5 or more. The advertising manager was willing, but he couldn't persuade the editor to accept the offensive line.

Strikes and Free Publicity

One of London's drapers, "old John" Lewis, aged 84, runs his business in Oxford Street to suit himself. He has become rich, and stubborn. His staff—the majority of it—is on strike as I write. Recognition of the Shop Assistants Union and some other things are demanded. The fight is not based on inadequate wages, but on the question of employees' rights.

I do not mean to tell the story of the struggle. The point I make is that the London newspapers have given much free advertising to John Lewis's business—this without taking sides.

In the same way, the waitresses of the Lyons' chain of tea shops are threatening to strike, as I write, and the Lyons' tea shops are getting much free advertising.

Motor-cars, gramophone records, films, entertainments, pleasure events, books, music, receive much free advertising, but not as a consequence of request from the commercial interests related to these things. The publicity is given by the editor *for the reader.*

I am quite in accord with this British editorial practice, and not in such full accord with Canadian editorial practice. Though I have written not a few of the yellow C.P.A. bulletins, I am not "death on" free publicity when it is given by the editor, for the reader's sake, and when it is not sought by the commercial interest concerned. The yellow C.P.A. bulletins are—or were—all right, but some business and advertising managers have "jumped on" the editor who dared name a

Proofsheet No. 6

Selling "International" Performance through a medium of International Prestige

The International Harvester Company of Canada, Limited, sought a medium in London for exclusive use to advertise the International Motor Truck to London and Western Ontario.

They chose the

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

for behind this old-established newspaper was nearly three quarters of a century's reputation as a medium that brings results for national and international products.

International
MOTOR TRUCKS
Built In Nine Sizes, ¾ to 3½ Tons
Fitted Pneumatic Or Hard Tires
Bodies For Every Business
All Internationals In Service Are Inspected Periodically By Our Road Engineer
Doing duty on the road and under the load is the real proof of International dependability and endurance. There is a get-up-and-go about Internationals that gives the immediate assurance of trustworthy tractive power and stamina.
The unquestioned success of International Trucks, in 175 lines of business, is the natural outcome of 89 years of varied and valuable experience in constructing high-grade dependable machines.
Call and See Internationals On Display.
LOCAL REPRESENTATIVE:
A. H. BURROWS, Central Garage, 68-72 York Stree
International Harvester Co.
OF CANADA, LIMITED
York and Clarence Streets
London, Ontario

The London Free Press

Branch Offices:

MONTREAL	E. L. McArthur	224 St. James Street
TORONTO	E. J. Guy	Room 302, Royal Bank Building
CHICAGO	C. W. Wallis	1243 First Nat. Bank Building
NEW YORK	D. J. Randall	341 Fifth Ave.
GREAT BRITAIN	Robt. Houston	1 Arundel St., W.C. 2, London

Reduced from large size

firm or in other ways gave it, or its merchandise, publicity.

The result is that in Canada, many newspapers frequently omit news to which the public is entitled. The puff or boost nobody wants—except of course the commercial interest concerned; but real live news we all want. British newspaper practice is superior to Canadian practice, in my opinion, when it comes to what is known as free publicity.

London Filling Up

Americans and Canadians are arriving in London in thousands. Many come on business—to buy merchandise, rather than to sell it. But the majority are coming for the pleasure of it.

Because London's hotel accommodation is inadequate, an organisation of voluntary workers undertook to mobilise all the available accommodation in the form of hotels, rooms, boarding houses, furnished houses and flats. A a consequence, many families whose circumstances make it quite unnecessary for them to recruit their incomes by room and house letting, have been persuaded to give the hospitality of their houses to visitors. At Beaver Y.M.C.A. Hut, in the Strand, where the organisation has its offices, I was told that the requirements of any and all visitors can be promptly met, that there was accomplished in 6 or 8 weeks results which would have taken years to equal in pre-war years. One thing the war has taught us is how to mobilise soldiers, workers, industries and resources, and all in an amazing short space of time. Yet I am not certain that private industry, in every instance, has learned the importance of mobilizing knowledge affecting its own business. I suppose this is true of Canada, as it is of Great Britain.

Too Much Expected of Advertising

In this country, if and when a new article is to be marketed, there is a disinclination—let us call it by this term—to learn all about the market conditions before launching an advertising campaign. I "listen in" occasionally when advertising programmes are being considered. I find too often that there is a great willingness to leave it all to advertising. Investigation work is rather shunned, as taking too much time and money. The knowledge to be gleaned from the distributing trades is not sought. The lining up for co-operation of the distributing trades is evaded. The coercive power of advertising is relied upon

Advertising agencies are equal sinners with advertisers themselves; they rely chiefly on the amount of the appropriation for press advertising, or the selection of media, and on size of spaces, character or quality of copy, and frequency of insertions. Making the retailer an ally, ascertaining the nature and amount of competition and consumer demand, and creating a sound selling organisation are neglected things—this speaking generally.

The big fact is that there is needed in Great Britain an educational work such as is being done in Canada and the United States by Ad Clubs. I think that some of us in Canada and the United States lost our interest and belief in Ad Clubs as forces and agents of education, and became rather weary of luncheons and evening meetings. Yet I would say, as one who sees things from afar, in perspective, that the higher and farther development in the knowledge and practice of advertising in Canada and the United States is due to the multiplication of Ad Clubs; and that Great Britain lags in its knowledge and use of advertising because of its lack of a chain of advertising clubs—the collectors and disseminators of opinion, experience and enthusiasm.

London Is Changing

A new London is being fashioned in the womb of the New Times. The skyscraper is being seriously considered. Before the war, it was talked about, but not considered.

London's population is being recruited from the four corners of the globe. Americans are coming to establish branches here: that is, Americans who were not here before the war. Here is a compact market of 45,000,000 people, where money is abundant, and a market not very thoroughly exploited by the British themselves. For example, Delco & Lally electric lighting systems are being advertised much more aggressively than any competitive British system. Armour's and Libby's are doing what no British competitor is attempting. Mennen's have begun to advertise in this market. Perfection oil stoves and heaters are being advertised without one's seeing any similar British advertising. Venus pencils are advertised, without competitive British advertising. American motor cars are more advertised than are British cars. American safety razors and watches are better known in Great Britain than are British razors and watches. The Stetson hat is more widely known than is any British hat. So I could go on.

Canadian manufactures are coming into the British market. In a previous letter I spoke of the electric utilities from Renfrew, and the washing machine from Fergus. The Canadian Industries Fair, in June, represents Canada's effort to introduce British goods to Britain.

Apart from manufactures are the immigrants from Europe and farther places. They are coming as a consequence of the lure of London and of England. Even many Germans want to come to London, to engage in business.

Toronto Star Weekly

Raises Price to

10c

But Demand Exceeds Supply

The Toronto Star Weekly August 7th was the last issue sold at 5c. The edition was 128,000 copies. Comparatively no returns.

For August 14th, the first issue at 10c, we cut the edition to 105,000 on account of the increased price. The press run was 106,400

But a great many more papers could have been sold, proving that the readers of the Toronto Star Weekly were willing to pay for value received.

Even allowing for this 20% drop in circulation The Toronto Star Weekly is by long odds

Still the Best Advertising Buy

17c a line on a 5,000 Line Contract.

34c a line in the Rotogravure Section on a 5,000 Line Contract.

A limited amount of space is available in the Rotogravure Section; but orders must be sent three weeks in advance.

CHAS. H. EDDY CO., United States Representative.
New York Boston Chicago

The inflow of firms, families and individuals means more factories, offices, shops, hotels, boarding houses, flats. The building of new hotels and houses is an urgent necessity. More theatres, especially cinema theatres, are required; office buildings are greatly needed.

Great real estate deals are taking place. Central London property is changing hands at stupendous figures, which represent enormous profits to original or intermediate holders.

In the city proper—original London—numerous ancient churches are likely to be razed, though there is an outcry against their destruction. Sentiment, history and architectural beauty have endeared them to Londoners, but they are unremunerative, practically unattended, highly expensive to maintain, and occupy ground which the hungry City, Ahab-like, regards with covetous eyes. A committee of distinguished men, including many bishops, has definitely recommended the demolition of 19 of these old churches. The suggestion that they should be sacrificed or destroyed has stirred up great opposition. The battle of views goes on; but sooner or later these sacred edifices will be squeezed out of existence—because devouring London needs the land occupied by them.

The necessity to re-build central London has caused those of aesthetic tastes—architects, artists and lovers of the beautiful—to replan much of that section of whose centre is Trafalgar Square. One wishes that some of these plans will be worked out. Some day they may be. First of all is required the vision.

Regent Street—London's short and famous shopping street—is to be re-built to a plan. In Oxford Street the re-building movement has begun. London is looking ahead to big, big things, and is getting ready. The captivity of the past—the respect for the ancient—is giving way before the expelling march of progress.

You can see London changing. The beginnings are perceptible; but inside 10 years, these beginnings will have swelled into a great river of change.

In 1901-2 I saw Cleveland in transition. It was rapid and wonderful. Some of us have seen Toronto and Montreal change rapidly. So will it be with London. More than ever will London be the Imperial City. If any reader of MARKETING wants to see the London of pre-war years, let him plan his journey before the Great Change will have made the world's metropolis modern like New York.

MAKING ADVERTISEMENTS ATTRACTIVE

I am sending you some examples of British advertising which are interesting for their illustrations. Some of them are of full page size, and so had the attractive power of great size. But what I call particular attention to is the illustration of them.

The use of pictures of children is notable. In the examples sent you, children are "featured" by Allenbury's and Godfrey Phillips. Whether or not one sees eye to eye with the designers of the advertising, one must admit that the illustrations themselves are very good indeed.

One interesting advertisement is that of Grey's Cigarettes. The thing to be noticed is the illustration of the Quebec Bridge, dominating the space, and the linking of the illustration with the thing advertised. Making the advertisement attractive—eye-pulling—is something to be striven for. Each writer and designer of advertising has his own ideas. Should the illustration always be directly related to the thing advertised?

Other interesting advertisements I send are those of Beaver Board, Boulton & Paul and Solignum. These illustrations in these advertisements are very pertinent to the thing being advertised, and in this regard, differ from those in the other group.

The advertisement of Milton disinfectant contains a commendable type of illustration.

I send other advertisements which contain mascot illustrations. The use of the mascot is much favoured in this country.

An advertisement of quite distinctive style is that of Moseley tyres. Even its copy is distinctive.

In previous letters I have referred to the abundance and excellence of British textile advertising. I send an advertisement of Sheenore which appeared in a daily newspaper. Atmosphere is the essence of this advertisement.

Examples which rely chiefly on their typography, and but little or nothing on illustration are those of Perrier and the Multigraph.

A happy combination of illustration and typography is that of Carr & Co.

THE SUNDAY PICTORIAL

In an earlier letter I referred to the remarkable circulation of the *Sunday Pictorial*, a tuppenny newspaper with a circulation now in excess of 2,700,000 copies. Since then this newspaper has admitted the public into the ownership of the property—this by offering for public subscription 500,000 eight per cent cumulative Preference shares of £1 each. The vendors retain 750,000 ordinary shares of £1 each.

In the prospectus occurs the following:

"There are few sounder businesses than a newspaper that has once thoroughly established itself in the favour of the public."

Generally this may be true, but I fancy a good many publishers in Canada, Great Britain and the United States are imagining all sorts of dismal things at the present time as

OTTAWA

The City of Advertising Opportunity

The Capital City is located 112 miles from Montreal, and 256 miles from Toronto. Each city's sphere of influence is sharply defined—the daily newspapers at each point have no circulation, to speak of, at any other.

For the reason that its Dailies so completely cover their field, Ottawa has become the favorite "try-out" ground for the National Advertiser. And many other causes have contributed to make Ottawa the city of Advertising Opportunity.

Ottawa is the shopping centre of the Great Central Dairy Belt of Canada.

Ottawa's three principal pay rolls exceed $25,000,000 a year.

Ottawa's large permanent Civil Service population forms an asset enjoyed by no other city.

Ottawa Dailies carry all those features that are attracting National Advertising for the larger centres.

Ottawa as the Capital has influences which cover the whole Dominion.

"Tell Your Story" completely in the Capital City by Advertising in

The Ottawa Daily Newspapers

The Morning Journal
The Evening Journal

Ottawa, Canada

The Morning Citizen
The Evening Citizen

a consequence of the high price of paper, the wages bill, and of other enhanced cost factors. Some, doubtless, are thinking that it is better to be a paper maker than a paper publisher.

The profits of the *Sunday Pictorial* as stated in the prospectus, are given as—

	£
From 14 March, 1915 to 29 February, 1916	3,484
From the year ending 28 February, 1917	92,788
From the year ending 28 February, 1918	36,682
From the year ending 28 February, 1919	103,401
From the year ending 28 February, 1920	267,588

Rather a tidy showing!

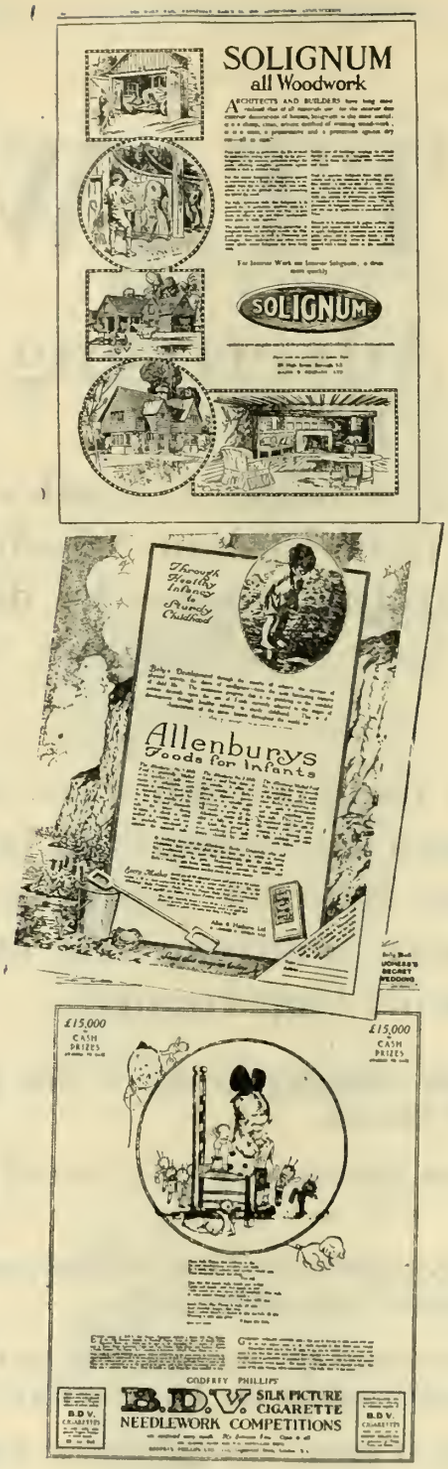
The advertising rate of this newspaper is £1000 per page per insertion, type page 13½" x 10¼". That is, the single column rate is £250—for 13½ inches, which gives a line rate of about $6.44.

The circulation revenue at 1 cent net per copy works out at over $270,000 per week or issue. So perhaps it is true that there are few sounder businesses than a newspaper that has once thoroughly established itself in the favour of the public.

A Newspaper Village

The London *Daily Mail* has a propaganda department under the direction of an extraordinarily able man of exhaustless energy. This man has a penchant for exhibitions. Last February was held for three weeks at Olympia, London's largest exhibition building, the *Daily Mail* Ideal Home Exhibition, held every other year. Next year is planned, by this same newspaper, an efficieney exhibition, to demonstrate efficiency as applied to business, manufacture, farming, the home, and so on.

But the most permanent and spectacular enterprise of the *Daily Mail* is its Ideal Village project. This village is a logical outgrowth of the Ideal Home Exhibition and of the present acute housing situation. The *Daily Mail* village will be located at Welwyn, Herts, 21 miles from London on the Great Northern Railway. The village will be a complete creation, will be planned by an eminent town-planning expert and garden city architect, and will embody in its plans and equipment everything that heart and mind can desire. It will be a village of demonstration for all who may wish to duplicate the enterprise. I have the melancholy satisfaction of knowing that this self-same project was proposed by me to the *Daily Mail* in 1906, after I had paid a visit to England's first garden city,



Letchworth, and following upon a disappointing search for an ideal place of residence. The proposal was favourably received, but the time was not ripe then for carrying out the project. Now a new set of conditions together with the evolution of things has brought into being a conception of 14 years ago.

I am a great admirer of the *Daily Mail's* enterprise. It goes outside the strict business of publishing. It aims to serve the public in many ways. It has initiated many new things. More than any other newspaper or agency it has fostered the business and science of aeroplane flying. It has revolutionized British domestic architecture. It has given great impetus to the small holdings movement, market gardening, egg marketing, and poultry farming. A rich newspaper, it spends its money freely to promote the public weal.

Of course all it expends returns to it, for it is all good advertising. But not every prosperous newspaper goes outside the narrow boundaries of publishing to promote the welfare of the public in ways seemingly unrelated to the business of publishing.

To him that hath courage, initiative, enterprise, boldness, vision and altruism much shall be given.

* * *

W. H. Dennis New Managing Owner Halifax Herald and Mail

By the terms of the will of the late Senator William Dennis, the controlling interest in his newspapers, the *Halifax Herald*, *Evening Mail*, and *Sunday Leader*, passes to W. H. Dennis, nephew of the late proprietor, and for the past six years vice-president and managing-director of the publishing company.

Although a relatively young man, perhaps the youngest in Canada to assume such a position, Mr. Dennis has passed through practically every branch of the organization which he now heads, beginning at the foot of the ladder and winning his way to the top by industry, energy and the exercise of sound business judgment. Under his direction the Dennis papers have become national institutions, enjoying immense circulations and extensive advertising patronage. He is a hard worker, always on the job, fertile of ideas, yet always open to consider the ideas of others and quick to execute those which appeal to him. He has left no room for doubt that he is fully equal to his increased responsibilities, and will undoubtedly prove one of the most aggressive and successful of Canada's newspaper owners.

* * *

In the death of Frederick Abraham in Montreal a few weeks ago Canada loses an old-time newspaper man, well known in newspaper and advertising circles. He was an only brother of C. A. Abraham of the Vancouver *World*, and was for a number of years identified with the St. Thomas *Journal*, later with the Montreal *Herald*.

* * *

Rowe Stewart, advertising manager of the Philadelphia *Review*, has been elected President of the Associated Advertising Clubs of the World, to succeed Charles A. Otis of Cleveland, who resigned.

* * *

The Hamilton Advertisers Agency has secured the account of the Peacock Manufacturing Co. of Hamilton, manufacturers of Empire Flat Curtain Rods.

* * *

The Wodehouse Invigorator Co. of Hamilton has placed its advertising in the hands of the Hamilton Advertisers Agency. In addition to its Animal Invigorator this Company will also manufacture and advertise "Zenoleum" the Canadian rights to which it has secured.

CONVINCING EVIDENCE OF RESULTS PRODUCED

The steady growth in

WOMEN'S ADVERTISING

is conclusive proof that The Gazette reaches the women buyers of Montreal and

Produces Results for Its Advertisers

On August 1st, 1920, two hundred and Twenty-one (221) leading advertisers whose appeal is distinctively to women, used The Gazette, as compared with one hundred and sixty-seven (167) in 1919, one hundred and thirty-four (134) in 1918 and ninety-four (94) in 1917.

The Gazette is the only English morning daily in Montreal and the oldest established newspaper in Canada. The Gazette is delivered to the homes of its subscribers by its own delivery organization and possesses the confidence of the buying public to an unusual degree.

A Booklet containing the names of advertisers in The Gazette whose appeal is almost solely to women will be gladly sent on request.

The Gazette

MONTREAL

"Canada's Best Newspaper"

MEMBER OF AUDIT BUREAU OF CIRCULATIONS

Representatives:

OTTAWA
John Bassett,
28 Central Chambers

TORONTO
W. T. Martin,
123 Bay Street

LONDON, England
T. R. Clougher,
Royal Colonial Chambers,
18, 19 20 Craven St., W.C.

NEW YORK
Gilman, Nicoll & Ruthman
World Building

CHICAGO
Gilman, Nicoll & Ruthman
Tribune Building

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.
ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XIV, No. 11 SEPTEMBER 1st, 1920

Advertising Costs

Any buyer of advertising who has taken the trouble to analyze publishers' rates and other advertising costs will have found that advertising, as compared with the general run of manufactured articles, costs less to-day than for many years past.

This is clearly evident, reckoning the dollar at about half pre-war value—for advertising costs are still far below double the pre-war standard. It is further evident from an analysis of publishing costs. Advances in rates have not kept pace with increases in publishers' costs of production. If publishers knew their costs, and advertising rates were based accordingly, advertisers would have had to pay *present* rates two years ago—since when costs have jumped at least fifty per cent. higher.

But publishers' rates are not based on cost of production, except perhaps in a few instances. The advertiser is benefiting by the publisher's ignorance, or his willingness to run his business at a loss or inadequate profit. This is clear from a comparison of the rates of daily newspapers as published in the last issue of MARKETING with a similar record of rates compiled a year ago.

Even allowing that newspaper advertising rates were high enough last year—which they were not—the average increase of 40% since then does not take care of actual cost increases which publishers have been forced to meet meantime. The result is the gradual dropping out of one daily after another and a consequent weakening of others, and this will continue unless the situation is promptly taken in hand and revenue requirements fully met.

A comparison of the rates now in effect in the different provinces of Canada illustrates the apparent lack of any adequate cost basis for fixing advertising rates. The average rate per inch per thousand of circulation, based on 5,000-line contract rate, as quoted in the last issue of MARKETING, is as follows:

Alberta	.0459
British Columbia	.0457
Manitoba	.0319
New Brunswick	.0439
Nova Scotia	.0498
Ontario	.0361
Prince Edward Island	.0471
Quebec	.0296
Saskatchewan	.0631

It will be noted that space in Saskatchewan papers costs approximately double that in Manitoba's dailies. This suggests that Winnipeg's dailies either have too much circulation for their field, and that their space is therefore not *worth* more to the advertiser. Or that their rates are still far too low. Eleven dailies in British Columbia have a combined circulation of 140,725 and a combined advertising rate of $6.44 an inch—as compared with a combined circulation of 152,871 for five dailies in Manitoba for a combined advertising rate of only $4.87 an inch.

Taking the publishers' calculations, as revealed in this tabulation, it would seem that about .0475 cents per inch per thousand of circulation is regarded as a fair and necessary charge based on present costs—excepting perhaps only the dailies of large circulation. Probably it is because of the large dailies in Ontario, Quebec and Manitoba that the average rate in these provinces is so much lower than in the others.

Comparison with rates previously obtained, however, forces the conclusion that the bigger dailies in Manitoba, Ontario and Quebec should be able to command a rate of at least .04 cents per inch per thousand of circulation at the present time. Yet this would mean a further increase of nearly fifty per cent. in Manitoba, more than 50% in Quebec and 40% in the case of Ontario's bigger dailies.

Or consider advertising costs as the average advertiser would reckon them—in relation to his sales figures. The advertiser whose appropriation was based on 2% of sales in pre-war times will, in most cases, find that 2% of his sales to-day will provide for more advertising—either more space or more insertions—than in former years. His advertising costs have not gone up in proportion to other selling expense.

Some advertisers recognize these facts. Indeed, in a few cases surprise has been expressed that newspapers could continue to do business at such comparatively slight increases in rates. They find no cause for quibbling at the increased rates asked, rather feeling relieved at getting off so easy. Those whose appropriations are carefully figured in relation to sales find it possible to expand their advertising effort without increasing the relative cost.

* * *

If you can't get the right men to work for you, maybe it's because they're not working for the right man.

* * *

Some salesmen never seem to have any ideas for increasing business. They have ideas or reasons in abundance as to why business cannot be done, why orders cannot be secured, what's wrong with their proposition—but fail to suggest a remedy.

DOES THE AVERAGE MAN UNDERSTAND YOU?

Need for knowing more about the average man. Advertising writers too given to fine phrasing, imagining that all other people act, think and feel as they do. How psychologists measure people's powers of comprehension. From an address before the recent Advertising Convention.

By Dr. Arthur I. Gates, of Columbia University

COURSES in our schools and Colleges which aim to equip men as advertising writers, layout men, and the like, give attention primarily to the mechanics or technique of preparing advertisements. Such courses nearly always include instruction in layout, the technical principles underlying balance and proportion, symmetry, decorative and symbolic borders, choice of type, the effective use of English, the influence of size, of color, of position, of repetition and the like. And advertising men seem to be primarily interested in the technic of the art. They are interested in producing technically perfected advertisements which meet certain standards of approved color combination, blend of type, balance, decoration and artistic language. Advertising writers strive for fine phrasing and diction. Now it may often happen that excellent products from the artistic and literary point of view, advertisements which satisfy the man of superior culture and taste, do not sell goods. At any rate, there are considerations over and above matters of technique which in my opinion are of first importance in constructing advertisements.

We need to know something about the man who faces the advertisement. How does he react to the advertisement? Do all men respond the same? Does, for example, the "average man" react as does the college graduate? We ought, in a word, to consider the ad not merely as a finished product of artistic perfection, but merely as a tool or means to secure certain simple reactions from men and women. and eventually it is the reaction that shall most concern us. It is this I feel is largely neglected by a great many even eminent advertising men. Either it is neglect or else their judgment about it is imperfect. I expect that too often the ad. writer tests his product by his own specialized reaction. If it looks good to him, the ad. is considered good. This is the commonest of all individual errors—to imagine that other people act, think, and feel about things as we do. Advertisements are more often written, I fear, to satisfy the judgment of a skilled advertising man or to satisfy certain technical rules and principles than to really produce a desired reaction from the general public.

How are we to determine the actual effect which an advertisement has on say, an average man? and how determine what features of the advertisement, such as the color combination, the illustration, balance, the heading, or the copy were really responsible for it. Most advertisements are a mixture of good and bad features. The advertising man often gets objective data on the effect of the advertisement as a whole by counting the coupons that are filled out, articles sold, inquiries made, and the like. But this does not enable him to tell which were the details or features that were effective and which ones, if any, were deleterious. He must as a general rule rely upon his own judgment, even in the case of expert performers, yet psychology has taught us to be singularly dubious, and concerning this I should like to say much but have time to say but little.

Telling How You Do It

I should like very much to convince you that it is a matter of common knowledge in psychology that it is one thing to be able to do a thing and quite another matter to be able to discover how you did it. It is one thing to write a good ad., or play a violin, or judge character, and quite a different thing to tell how you did it. In the psychological laboratory one of our first accomplishments is to show the student that he may often arrive at a result but arrive at it in a fashion entirely different from what he himself believes.

Take such a matter as judging the distance of an object. Which of two objects is farther away? Now, no man who has not studied scientifically this matter can begin to decribe this process although he may be an excellent judge of distance. No man ever discovers that when he is looking at a man twenty feet away, there are actually present in the retinas of his eyes a single image of this man, but a double image of all objects nearer, those objects on the right side being seen as if actually on the left of the man at whom we are looking, and those on the left are seen as if on the right of this individual. All objects farther away than the man at whom we are looking are seen double but in uncrossed image, i.e., objects on the right are seen as on the right.

Another sample,—in reading a line in a newspaper or in following the circumference of a circle the eyes do not move smoothly and do not see "while in motion." The eye proceeds with very irregular and speedy movements interspersed with abrupt stops which vary in duration from 150 to five or six thousandths of a second. The eye takes a series of snap shot photographs. Illustrations of this sort could be made by the dozens and all would prove the fact that we often do a thing with little or no knowledge as to how we did it.

People lacking certain scientific training have time and again fallen into such errors and unfortunately occasionally make capital of it. I have in mind, for example, a system of judging traits of character such as initiative, perseverance, honesty, such as salesmanship ability or executive ability, or literary ability on the basis of color of the hair, profile of the nose, shortness or the prominence of the chin, the distance between the eyes or bumps of the head, and the like. Now it often happens that the people who advocate such systems are entirely honest people and are also very good judges of vocational or character traits. The trouble is that they do not do as they think they do, and when we pin them down by scientific procedure their system falls flat. What they do usually is to judge by the person's physique, by the English he uses, by the jobs he has held, by his social habits, and the like.

Now the same thing holds in the case of expert advertising writers. Here is an advertisement, for example, which made an effective appeal that was thought to be due to the heading and certain sections of the copy. As a matter of fact it was not due to that at all, but was almost wholly due to the picture which made a very

effective appeal to one of our fundamental instincts. We are generally fond of giving reasons for things we do, of saying that "from my experience" I know that such and such was the reason. Psychology teaches us to be extremely skeptical of all such judgments. We are free enough to admit that the individual can write a good ad. We will not take his explanation for it unless it can be demonstrated in something which approximates a scientific procedure.

The Scientific Method

The scientific method practically disregards the opinion of any individual but proceeds by so objectively arranged situations that the actual working of the different factors can be objectively measured. I will give briefly just one sample of such a procedure. Professor Warner Brown, at the University of California, arranged a test for certain features of street car advertisements. He took 68 cards which were carefully selected, placed them in an exposure apparatus which was placed in the same manner as the card is situated in the ordinary car, and exposed the cards for about five seconds each. The subject at the moment of exposure spoke into a dictaphone, which was connected with the time-working apparatus, the first thoughts that came into his head. Later on the subjects were asked to describe their emotion and their subsequent ideas. At an interval of about twenty-four hours or so, the subjects were asked to tell all they could about the cards that were thus exposed. A large number of college students, men of high native intelligence, acted as subjects. Now, the different features were so controlled that it was possible to get a measure of the effectiveness of different details, and I shall cite here summarily a few of these. The subjects noticed pictures quicker and for a longer time than words. They noticed the medium-sized words as well or better than large words. They were much more likely to notice a heading if it contained very few words or no unusual or long words than if it was long and complicated. They noticed familiar short words and remembered them better than long and unfamiliar words. They were much more likely to notice a copy if it was very brief and were quite likely to disregard a large amount of copy altogether. It was noticed that women noticed better and remembered longer advertisements containing illustrations of a well-dressed man in "Hart Schaffner & Marx" clothes, whereas men were more attentive than women to illustrations of Onyx hosiery. But it is not my purpose to summarize such experimental findings. My purpose is rather to give you this one caution concerning your own judgment and to try to tell you a few things about the makeup of men who face advertisements.

The psychologist often thinks of a man as a large group of mechanisms which react to a stimulus. An advertisement may be considered such a stimulus. The man responds by certain movements, by certain emotions, under which we would include feelings, wishes, desires, longings, and finally by certain thoughts or ideas, memories, and the like. So far as advertising is concerned we are, of course, almost wholly interested in the emotional and intellectual reaction. How does the ad. make a man feel? How does it affect his feelings, his desires, and how does it make him think? What are his thoughts and memories?

My chief point will be this: That while the emotional reactions of the average man are much like those of superior men, such as the men who write advertisements, their intellect, reactions, their thoughts and ideas are very, very different.

I must begin by giving you a bit of information concerning a division of psychology which is called "individual differences." We all know that people differ in their human traits but the degree of these differences among people are different for different traits.

First, physical traits.—If we take one thousand women, we will find them—the shortest one to be about 55 inches tall and the tallest about 70 inches. Now the tallest is not nearly twice as tall as the shortest. If we take the chest measure of soldiers we will find variations from 32 to 49 inches. Now all such traits fall into what is called the normal curve of distribution. That is, differences of very small amount exist, and most people are found around the average or the middle, and that as you run up toward the extremes fewer and fewer people are found. In the case of all physical tests—height, chest, measure girth of head, length of forearm, and such things as bodily strength, speed of running, and the original sensitiveness of the eyes or ears of the organism of smell, people are not tremendously different.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR JULY

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
	JULY 1920					JULY 1919		
Macleans	2	700	49,153	1,101	72	34,573	508	50½
Canadian Home Journal	1	800	21,181	1,202	28	20,051	1,122	28½
Western Home Monthly	1	720	19,332	1,157	28½	11,903	2,125	19½
Everywoman's World	1	800	17,588	1,778	24¼	19,762	2,010	27½
Canadian Courier	2	728	15,746	336	22	16,272	56	22½
Canadian Magazine	1	224	13,587	1,029	65¼	12,075	462	56
World Wide	5	636	6,616	221	10¾	5,901	489	10

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR JULY

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total	Grand Total
	JULY 1920						JULY 1919
Grain Growers Guide	4	720	59,742	10,196	544	70,482	x 100,101
Nor'West Farmer	2	720	54,176	9,728	326	64,230	53,825
FarmersAdvocate(Winnipeg)	4	720	48,829	8,487	428	57,744	x 61,850
Farmers Advocate (London)	5	720	44,198	9,212	28	53,438	48,329
Canadian Countryman	5	700	38,670	3,038	444	42,152	xx 33,180
Farm & Ranch Review	2	720	28,939	3,102	340	32,441	31,592
Farmers' Magazine	2	700	25,639	8,151	39	34,829	21,749
Canadian Farm*	9	792	24,091	3,359	2,040	29,490	22,697
Farm & Dairy	5	700	22,708	3,594	72	26,374	20,086
Maritime Farmer	2	672	17,088	1,688	1,024	19,797	21,674
United Farmers Guide	4	720	15,325	396		15,721	not issued
Ottawa Farm Journal	9	2,432	62,492	1,700	1,266	68,548	51,043
Farm & Home	5	1,025	59,888	1,086	959	61,933	not checked
Farmers' Sun	9	2,340	57,454	2,190	1,380	61,034	not checked
FamilyHerald & Weekly Star	4	940	55,969	400	2,661	58,730	61,092
Free Press Prairie Farmer	4	1,180	31,091	809	6,162	38,062	33,053
B C United Farmer	2	840	12,709	301	216	13,226	7,313
Montreal Weekly Witness	4	2,100	11,084		2,363	13,448	11,441

* Includes Mid-week Supplement, x—5 issues, xx—4 issues.

1866 1920

THE FARMER'S ADVOCATE AND HOME MAGAZINE

PERSEVERE AND SUCCEED — FOUNDED 1866

PUBLISHED EVERY THURSDAY
$1.50 PER YEAR IN ADVANCE

THE BEST ADVERTISING MEDIUM IN CANADA

LONDON, CANADA

A Publication Worthy of its Name

THE Farmer's Advocate and Home Magazine has for over fifty years stood for absolute accuracy (as far as possible) in all information given its readers—Truth in Advertising and Truth about Circulations.

When an organized movement was set on foot a few years ago to secure "Truth in Advertising and Truth about Circulations" for the protection of both subscriber and advertiser this publication was the first Agricultural in Canada to become a member of such an organization. No publication of repute could object to the movement and although it may be admitted some progress has been made in the direction of securing "Truth about Circulations," yet much still remains to be done in order to get all the facts.

Buying advertising space is a gamble in any publication that will not furnish an honest answer to each of the following questions :

1. **What is the number of new subscriptions secured during one calendar year ?**
2. **What is the number of subscriptions stopped during the same period ?**
3. **What is the percentage of renewals for the same period ?**
4. **What is the total amount of subscription cash received and banked by the publisher during the same period ?**
5. **What is the present net paid circulation ?**

We hold that the only sure test of "Quality of Circulation" in a publication is the amount of cash a subscriber is willing to pay for it.

The Farmer's Advocate subscription receipts during the past eight years averaged $1.33 per subscriber after deducting all agents' commissions.

Why buy advertising space of uncertain value?

Send for our rate card and specimen copy

The William Weld Company, Limited
PUBLISHERS LONDON, CANADA

The Farmer's Advocate and Home Magazine

(Member of A.B.C. since its organization)

Forging to the Front

NO efford is being spared to ensure our readers the best magazine published in Canada. The COURIER'S Editorial Department is on the qui vive to secure the best talent available to deal with topics of importance and interest to the red-blooded Canadians who form the COURIER'S rapidly growing subscriber's list. A glance over the innovations taking effect with July 1st issue will show that this effort to give service is proving successful to an unusual degree.

Striking New Features

Four of these new features are mentioned. A number of others might be cited.

A New Moving Picture Department for the encouragement of ***high class*** scenics.

Better Homes—Edited by Col. Walter Moorehouse, one of Canada's cleverest architects and writers, and dealing with every phase and detail of home building, in the broadest sense of the word.

A Better Town Movement—Under the supervision of Brig.-Gen. Mitchell, Dean of Toronto University, and head of the Canadian Intelligence Dept. during the war. This department will be carried on in conjunction with the Social Survey, with its 6,000 members in towns of 5,000 or under. Its opportunities are incalculable.

A broadened **Shopping Service**—Under the direction of Miss Charity Mitchell, including a purchasing deparment for small town buyers.

The Best is None Too Good

Then we are arranging for contributions from Federal and Provincial Cabinet Ministers, and from the Prelates of different churches on topics of timely importance.

The mechanical plant of the COURIER is being reconstructed and brought down to the minute with the idea of giving readers and advertisers the best printed magazine in Canada.

Are you giving this live national medium its due place in your appropriations?

CANADIAN
COURIER

Membership A.B.C. from the beginning

8 University Ave., - TORONTO

Circulation, Over 50,000 ***Rate, 50c. a Line***

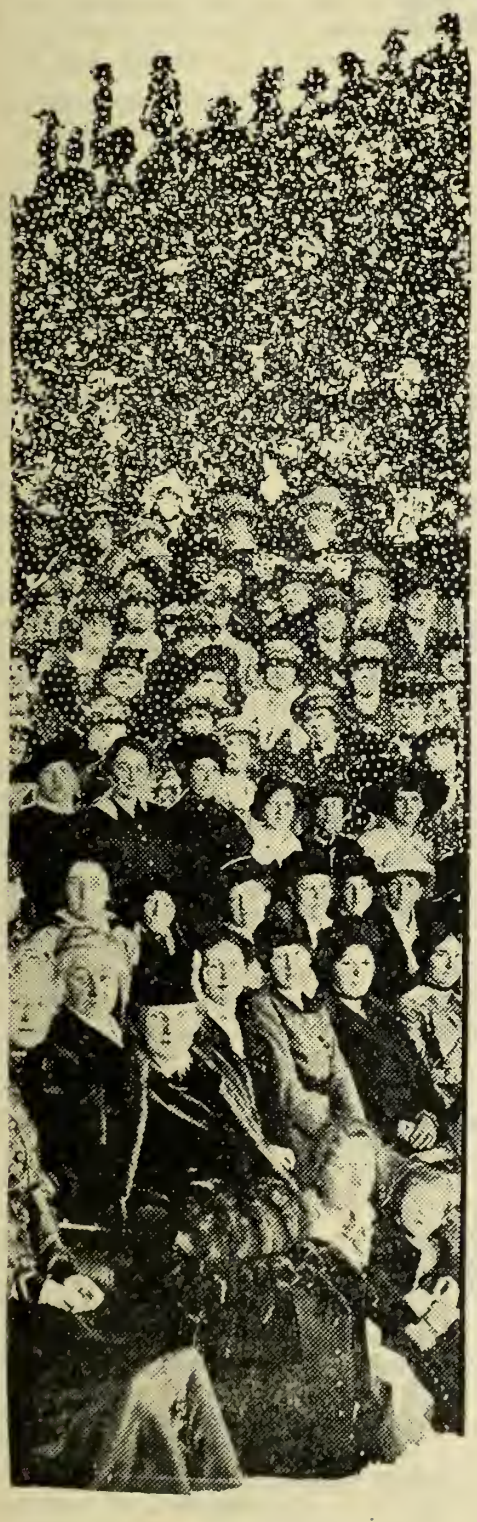
The ratios here are found to be between greatest and least as, say, 10 to 7 or 10 to 8.

Second, fundamental instinctive capacities.—When we consider such fundamental capacities as courage tendency to anger or pugnacity, the strength of sex instincts, the amount of sleep required, the amount of food required, the desire for social approval, our desires for mastery, to boss, or to have pride, our desires for rest and leisure, our desires for social intercourse, our instincts to collect and hoard, i.e., to secure wealth, our natural parental love, our sympathies, our generosity, our cooperativeness, we find again that people differ from each other according to a symmetrical curve, but that we are tremendously alike. All people have very much the same emotions, desires, longings, are satisfied by very much the same kind of goods and approval. Moreover, our interests are considerably alike. We are interested in our family, in our clothes, in our advancement, in securing rest and recreation, and so on. Now these are the things that we can usually observe in people and it is due to the fact that we have observed that the socalled average man is much like us in all these traits, that we have fallen into the very important error, namely, the belief that all people are much alike in intelligence.

During the last twenty years, and especially during the last five or six years, measurements of several millions of school children, measurements of two million drafted into the army, and measurements of thousands of people from all walks of life have resulted in the perfection of a variety of so-called intelligence tests whose reliability is now established beyond question. The most significant thing we have found is that people are tremendously different in intelligence. While the body and the emotions of the average man is like that of the man of the professional class, his mind operates in an extremely different fashion.

The measurements are given in terms of "intelligence quotients" which means approximately the intellectual or mental brightness of an individual. It is now established beyond any doubt that this degree of brightness is inherited, that it can be measured as early as four or five years, that it remains constant throughout life, that it cannot be improved by any system of education or training, and that it fixes the complexity of an intellectual task that an individual can do. For example, an individual whose I. Q. is 60 can never do the intellectual tasks of higher than fourth grade in grammar school no

An Enormous Market Poorly Cultivated—



Consider these facts:

¶ 65% of Western Canada's population live on the farms.

¶ Western Canada's farm women comprise the largest single market in this field.

¶ Farm women spend or have a voice in the spending of 75% of the annual budget of the farm.

¶ Less than 18% of the advertising in farm papers is directed to women.

Why this contradiction of the largest market being the least cultivated?

The Grain Growers' Guide has just completed an analysis of this situation. It is sumarized in a booklet entitled "A Problem and a Salution" which will be sent on request. Write to-day for your copy.

THE Grain Growers' GUIDE

WINNIPEG

Covers Manitoba, Saskatchewan and Alberta

Circulation, Total Net Paid
Manitoba, Saskatchewan, Alberta

Advertising Offices Also at

Broadway NEW YORK — 53 Yonge St. TORONTO

A Concentrated Circulation

IF you would cover the Great Central Dairy Belt of Canada, which produces half the total cheese in the Dominion, you cannot overlook

The

Ottawa Farm Journal

Less than 500 of the 24,000 OTTAWA FARM JOURNAL subscribers reside outside the 17 Counties of Eastern Ontario and 4 Counties of Western Quebec—the most valuable Farm Circulation in all Canada because the most concentrated.

THE OTTAWA FARM JOURNAL'S circulation in the territory it covers is more than 6,000 per issue greater than that of any other Canadian Farm Paper.

Present rate 10 cents per agate line flat.
Rates advance 1st of September, 1920.
Ask any advertising agency--they KNOW.

THE

OTTAWA FARM JOURNAL

OTTAWA, CANADA

BRANCHES:—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W. C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—Fifth Avenue Bldg
CHICAGO—Peoples Gas Building
BOSTON—Old South Building

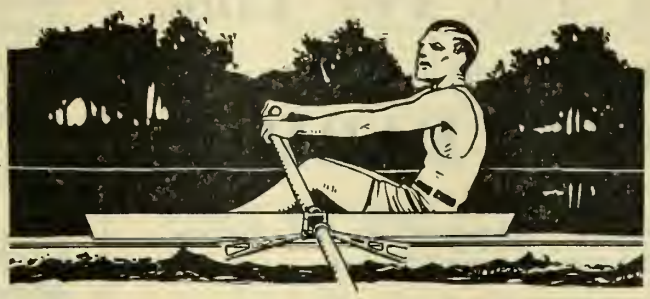
matter how long that individual may go to school. An individual whose I. Q. is 70 can just about finish the work of the fifth grade, but can do no more in school. Whereas a child whose I. Q. is found to be 130 can probably finish under favorable conditions work of eight grades in four or five years. The average individual has an I. Q. of 100 and his ability corresponds to the average rate of children who go through eight grades in eight years. A large number of people are clustered about the middle I. Q., ranging from 95 to 105. One-third of the general population are in this group. One-third of the population have I. Q's of less than 95.

The other third are the superior people whose I. Q's run from 105 upward. Observe, then, that two-thirds of the general population have an I. Q of 105 or less; one-third of them being measured by 100, and it is of this group that I wish in particular to speak. The average person, who is found in larger numbers than any other people.

I shall describe now something of the intellectual capacity of the average people, and it should always be kept in mind that one-third of our total population are less intelligent than these.

The mental development of the average adult is about equivalent to that found in school children in the seventh grade. Of course many of them, especially those whose I. Q's. are from 100 to 105 do complete the work of the grammar school and occasionally finish high school, but for the most of our average people high school work is too difficult. It has been found, for example, that children with I. Q's of 95 or less may enter the first year of high school. 75% fail in half or more of their subjects in the first year. Very few ever finish high school. The average individual and those below him has practically no chance of ever completing an up-to-date college course. The average I. Q's for the freshmen in students in Stanford University for example is 113.

Just a few words about the general intelligence of people from different walks of life. Most of our unskilled labor will be found with I. Q's ranging from 60 to something less than 90. The semi-skilled labor begins with an I. Q of 71; some are found with I. Q's as high as 95. Skilled labor begins with an I. Q. of about 85 and runs up. Of policemen, or a group of applicants for police or fire department of a city in California, 95% were found to have I. Q's of less than 100. A large number of clerks in a



Pulling Power

IT not only decides who wins the race, but it also reveals the power and value of an advertising medium in relation to a particular product.

The pulling power of the Nor'-West Farmer makes it the choice of large advertisers, who wish most effectively to reach the best farmers of Western Canada.

After all, isn't it results that count? Your share of the business created by crop marketing, which is now in full swing, can be greatly increased by the proper use of this results producing force.

It is up to you. Don't forget the Nor'-West Farmer is a semi-monthly

Published to Promote Good Farming

Ask any Agent or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

WINNIPEG CANADA

Member A.B.C.

Eastern Canada Office
J. B. RATHBONE
95 King St. East, Toronto, Ont.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
381 Fourth Ave., New York, N.Y.

Over 14,200 Circulation Among the Farm Homes of the West at a Cost of 3½c. Per Line.

This is What

THE ALBERTA FARMER

largest and fastest growing weekly farm publication west of Winnipeg, offers its advertisers. Where the daily paper cannot serve on account of distance and mail service,

The Alberta Farmer

numbers its subscribers. It gives the week's news, supplies the farmer with reliable live stock and grain market reports, furnishes him with free advice through its various departments, and in addition publishes a great variety of special articles and features that interest, educate and appeal to his entire family. IT CARRIES INFLUENCE, AND IS READ THOROUGHLY.

The Alberta farmer is now planning the purchase of those luxuries and necessities he will be making this fall. Reach him through the logical medium—his home paper—

The Alberta Farmer

Circulation Has Doubled

Advertising Has Trebled, in Two Years---

There's a Reason

Write to-day for our rate card, detailed sworn circulation statement, and full information regarding the rich field covered.

The HERALD PUBLISHING COMPANY, Ltd.
CALGARY, CANADA

Representatives for Eastern Canada:
EDGAR J. GUY, Royal Bank Building, Toronto, Ont.

Representatives for United States:

HENRY DE CLERQUE
800 Mallers Bldg.
Chicago, Ill.

L. KLEBAHN
1 West 34th St
New York, N.Y.

Largest Circulation in Moose Jaw

The Daily NEWS (EVENING)

The purchasing power of the people in the district covered by The News is unusually high, because they reside in one of the most favored wheat areas in the Province of Saskatchewan. National advertisers can cover this rich territory in the most effective way only by using space in Moose Jaw's ***leading evening paper, The Daily News,*** members of A. B. C.

Net paid circulation for the three months ending Sept. 30th, 1919 6160 Total distribution 6506

Covers a Very Rich Wheat Area

United States Representatives:

DAVID J. RANDALL
111 Fifth Ave., NEW YORK, N.Y

A. R. KRATOR
1411 Hartford Bldg., CHICAGO, ILL.

prominent express company, accounting clerks, C. O. D. clerks, waybill clerks, settlement clerks, chief routers, and the like, 80% had I. Q's less than 100. The average intelligence of street car conductors and motormen is 85. The average I. Q. of sales girls in certain department stores was found to be 84. The average I.Q's of small shop keepers and business men in small stores, manager of small draying businesses, and the like, is less than 100. On the other hand, the I. Q's of buyers of department stores, business men with wider interests runs above 100. An I. Q. of at least 115 or 120 is required for even medium success in professions of medicine, law, and engineering. The average intelligence of freshmen in a university is at least 113.

The average man does not clearly understand the difference between evolution and revolution, or laziness and idleness, misery and poverty. Ordinary words such as priceless, disproportionate, tolerable, artless, depredation, frustrate, are words which are not understood by the average man. Now it does often happen that he reads the editorials but he reads and uses the words mechanically, not understandingly. I cannot take time to multiply these samples. If the reader will give careful attention to the samples listed he will get some notion of the basis for my main theories, which is simply that we cannot expect the average man to be much interested in fine English, in complicated diction, and the danger of exceeding his comprehension is exceedingly great. In the realm of information we tremendously over-estimate the capacity of the average man. He can scarcely tell you, for example, the difference between a president and a king. The ordinary facts that you advertising men have picked up concerning politics, economics and sociological questions are lacking in him, first, because he does not read widely, and second, because the ideas involved are simply beyond his comprehension. Here is a test which just meets the ability of the average man. "My neighbour has been having queer visits. First a doctor came to his house; then a lawyer, then a minister. What do you think happened there?" This involves an intellectual process which is just about the limit of the average man.

My time permits me to draw but few conclusions from these facts, but I think they will be obvious without much embellishment. First, that we must strive for a simplification of ideas as a content of advertisements. I could pick up any newspaper or magazine and read you dozens of

samples of assumed information of historical events and the like which does not exist in the average man. Secondly, we need a great simplification of language. The average man does not care much nor appreciate "high-flown English." Moreover, our efforts to write novel and attractive English almost invariably leads us to the use of words and phrases and a complicated sentence structure which baffles the intellect of the average man. A third matter is that we ought to cut down on the amount of verbal material in advertisements. The average man is not interested in language and verbally expressed ideas as is the superior man, and certainly he is not interested in anything like the degree that an advertising man is. My plea is for the use of pictorial appeal, basing the appeal primarily upon the instincts and emotions, those things which make an immediate appeal to one's desires and wishes. If uses of an article are to be demonstrated, it should be done wherever possible by pictorial representation. There is much information concerning the use of clear-cut, graphic presentation, from which the advertising man might profit. One should use very little arithmetic, very few tables of statistics. These are particularly difficult for the average man to grasp.

Finally appeals should be directed rather to the obvious and instinctive wants and not to subtle reasoning processes, and the more perfect the appeal is the less it is involved with clever verbal devices to attract attention, the less it relies on analogy, the less it is likely to mislead the intellectual bent of the reader and generally speaking, the more effective it will be in the end.

Another Daily Quits

The enormous increase in the cost of every item incidental to newspaper circulation, particularly with regard to newsprint, is given as the reason for discontinuing publication of the *Daily Warder* of Lindsay, Ont. The *Weekly Post* also of Lindsay will cease publication at the same time. This will leave Lindsay one daily and one weekly paper, instead of two of each, the *Watchman Warder* continuing as a weekly.

The publishers point out that there has been no amalgamation, but simply an agreement between the rival publishers to drop the weekly edition of the *Post* and the *Daily Warder*.

Ever-Ready Safety Razors and Blades are being advertised in a list of Canadian newspapers by the Ever Ready Safety Razor Co., Ltd., Toronto. The copy is placed by the Canadian Advertising Agency, Montreal.

THE HOME

is the great original source of demand for the product of the manufacturer and to be effective, advertising must reach the homes of the people of the community.

The St. Thomas Times-Journal

is the home paper of the people of St. Thomas and Elgin County, over 48,000 of them, and the only daily published in this territory.

The only daily paper going into the homes of over 90% of the people in this field.

TIMES-JOURNAL

ST. THOMAS - - *Member A.B.C.* - - **ONT.**

A.B.C. audited circulation—9,000 plus

MOTORING

Has the Circulation

in its field:
—the motoring trades of Canada—the auto and accessory dealers, the garage man, the repair man and the expert mechanics in garages.

Circulation: 3,200

Of which 3,125 is paid in advance subscriptions from men in the trade.

THESE FACTS ALONE WARRANT ANY ACCESSORY MAKER OR DEALER PUTTING THIS PAPER IN FIRST PLACE ON THEIR ADVERTISING APPROPRIATION

Never forget the fact that the men in the trade influences 80% of the sales of all tires and accessories

The COMMERCIAL PRESS Limited
51 Wellington W., TORONTO

The Canadian Manufacturer
The Canadian Hardware Journal
The Retail Grocer and Provisioner
The Canadian Furniture World
The Retail Druggist
The Electrical Dealer and Contractor
Motoring

Which is More Interesting—

your advertisement or a story by Conan Doyle?

As the reader goes coursing through the pages of an interesting magazine or newspaper, your advertisement has to overcome a good deal in order to get attention and consideration.

If you have a message for women, you can advertise where there is no competition with engrossing fiction, diverting articles, or exciting news.

For the Butterick Quarterlies are catalogues—there are no stories, no poems, just things for sale. Not only do seventy five thousand women buy the Canadian Butterick Quarterlies four times a year, but several times that number of women consult copies over the store-counters as a guide to the season's shopping.

They are read, not for diversion, but for pointers on what to buy. Instead of being an intrusion, your advertisement is welcomed, if you have advice to give about some article women may buy.

WINTER 1920 ISSUE

On sale October, November and December
now going to press

Write for rates, sample copies, etc., to
Manager of Advertising, 53 Yonge St., Toronto

Promoting Sales by Mail

(*Continued from page 500*)

pends to a large degree on how they are displayed in the store. If you can induce the dealer to display your line prominently in the window and on the shelves, it is going to help him increase his sales.

The average dealer carries so many lines, that he cannot devote a great deal of attention to any one of them, and unless he is reminded about your goods, he is apt not to give them as much attention as he might. Of course, lines which form the major part of a dealer's business are a little different. I refer mainly, however, to specialty lines. Neither can you depend on your salesmen's calls to keep him enthusiastic enough to have your line on display constantly.

Through well-planned letters and circulars going out at frequent intervals to customers, offering good suggestions for displays and showing him why it will pay him to display your goods, you can increase your individual accounts. In circular work of this kind, it is well to offer as many concrete suggestions as possible, showing the dealer actual displays and how to make them.

Goods Displayed in Front Part of Store Sell Best.

It is a known fact that the goods displayed on the shelves and counters in the front of the store sell much better than those shown in the rear of the store. Many dealers do not recognize this fact, or they do not think of it, and quite often there will be lines shown in the front part of the store that should be in the rear, and vice versa. By pointing out to your customers that it will pay them to put your line in the front of the store, you will, in many instances increase your sales.

In regard to dealer booklets, clerk booklets, etc. Little need be said, I am sure about the helpfulness of such material, but in planning material of this kind, it is advisable to study the retailer's problems well in advance. Too many of these booklets reach the retailer that are purely theoretical, offering him suggestions and telling him about things which he really cannot use. By going out on the road for a few weeks you can boil down the material, giving him what he can actually use.

For instance, if you are writing a booklet going to clerks on how to sell, then study the questions the consumer asks, and the information he wants to know when he buys. Going still further—study the points which would interest the consumer

and make him want your product. Don't go on telling stories about wonderful factories, and how big your company is, etc. I have found that booklets of this kind written in a conversational way are by far the most helpful.

Analyzing Sales By Territories

Several months ago I had a discussion with a gentleman from Canada, who was telling me about one large manufacturer who did a good business. While he did a big business, he had never analyzed his sales by provinces or territories of any kind, He had no conception whatever of how he was getting most of his business from certain provinces or certain localities. While it is quite expensive and it takes time to analyze your sales by provinces and towns, yet, on the other hand, such an analysis will reveal many things which will help to increase your sales. You cannot get the maximum result in sales unless you are able to analyze your sales by provinces and towns.

In many instances you will find that there are localities where you have no dealers handling your products. And in others, you will find that while you have dealers there, yet, their sales are away below what they should be.

Selling Your Advertising

This particular subject was discussed in an article several months ago, so little need be said about it. But there is one point that is worth repeating, When telling your dealers about the advertising you are doing, whether it is national, or local, don't merely say—"We are going to advertise in such and such a paper or magazine." When you tell them about your advertising, analyze it and sell them on it. In other words, if you are going to run an advertisement on some certain subject, tell them why you are planning it that way—why it is directed to a certain market and why it is going to help them sell more goods. Remember a dealer receives so many circulars telling them about the advertising the national advertisers are doing, that unless it is put up in some unusual and forceful way, it does not make much of an impression.

I conclude with more extracts from the series of "Better Business" circulars sent the trade by Armour Co.

The Good Will of Your Clerk is a Big Store Asset

Clerks have one sure way of showing the good will they bear towards you and your store—*The way they deal with the customer.*

Stand off at the end of the counter some day and watch one of your

The Most Populous, Productive and Prosperous Province in the Dominion

Prince Edward Island is the most thickly settled, and one of the most productive of the provinces of Canada. The population has no foreign element in it whatever, being of pure, Scottish, Irish, English and Acadian stock. They are the most progressive and enterprising tillers of the soil, and have made such a tremendous success of dairy farming and pork production, that Prince Edward Island is known as the "Denmark of Canada."

Wealth per capita, $1,274 Wealth per family, $6,370

The Charlottetown Guardian

Covers Prince Edward Island like the dew

J. R. BURNETT, *Editor and Publisher*

MEMBER A.B.C. *Standard rate card*

WHEN AN ADVERTISER BUYS SPACE IN a publication, that is an A.B.C. member, he places his purchase upon a basis of known values. The element of chance is eliminated and his appropriation automatically becomes a sound investment.

Publishers are glad to furnish A.B.C. statements of circulation. With these available the advertiser is in a position to accurately gauge the merits of the various publications, and they enable him to place his advertising where it will yield the highest possible returns.

Audit Bureau of Circulations

202 S. State St. CHICAGO

The Daily Telegraph

and

The Evening Times-Star

St. John, N.B.

are the ONLY newspapers in the province of New Brunswick which are members of the A.B.C. a fact and condition that space buyers are paying increasing attention to.

They BOTH should head your N.B. list because you may get them at a combination rate of 6c per line and there's very little duplication as your A.B.C. reports will show.

men sell. You can tell—instantly—if he is interested in his work, interested in the customer's needs—and posted on the goods he's trying to sell.

You can tell by his very attitude whether he thinks he is working for a good man, who runs a good store under the right sort of fair dealing policy. You can tell by the way he talks the goods whether he believes in their value.

Is he enthusiastic?—polite?—attentive?

Does he sell just as carefully as if it were *his* store?

Cashing In On Your Clerk's Good Will

It won't take you long to tell whether that clerk really does like his job.

If you have educated him up to your store policies—if you have enthused him over the service and values you have to offer—he will show it in a hundred little ways. Good will by the clerk is easily spotted.

But if you have neglected his store education—if you have failed to sell him on the idea that yours is not a one-man business—if you have failed to prove to him that you appreciate intelligence—you can quickly tell this in his listless work.

It's a store crime for any man to try and run along in a fifty per cent way. The hundred per centers in the grocery business have instilled enthusiasm in their men—backed it by personal interest in each clerk—and have watched sales grow as a result.

You've always got to allow for "the human equation"—and mistakes will be made in the best of store families. So watch your clerks, correct their errors in the right way, elevate their ideas of right selling and service—and you'll arrive at a stage of store efficiency you might not have thought possible.

The good will of the clerk is as important as the good will of the customer. One builds the other.

* * *

Special Weekly Sales Drives

Avoid getting into a selling rut. Use resourcefulness and you will make more money than is found in the simple handing of goods across the counter.

Special weekly sales drives pay well.

As an example—after you have taken inventory you know exactly which items have been in stock for some time. Many of them may be approaching dangerously near to the shelf clinging class.

Such items can be sold—quickly—by a BARGAIN WEEK drive. Figure just what you've got to get out of these slow movers in order to break even—and make a special window and counter display of the goods. Instruct your clerks to push them—advertise them in the neighborhood—and special prices on these items will turn the trick. In the year's business it costs less to get rid of non-movers even without profit than to carry them over on valuable shelf-space.

There are special *Harvest, Inventory*, and *Anniversary Sales, Vacation Specials, Holiday Weeks*—and other ideas without number—merely a matter of a little resourcefulness to get out of a selling rut. The "*Go to Market Week*" idea is an excellent one to use, as it gets people into the habit of coming to your store. Any plan which does this is bound to build permanent profits.

A special *Condiment Week* on Oval Label products has paid big returns to grocers who have displayed Armour's condiments—made special windows—and advertised forcefully.

Always remember that no better sales creator has ever been invented than connecting your stocks and windows with current national advertising. This makes your shelves, counters and windows real "follow-ups" on the customer who has seen the advertising in her favorite magazine.

* * *

Organized Enthusiasm is a Big Factor in any Store's Success

Organized enthusiasm pays big store dividends. It builds sales just like the "Giants" pile up runs. If you've ever seen that ball club in action, you know that Manager McGraw is an *organizer* who knows the value of *enthusiasm*, backed by *know-how*.

The best "natural" ball player—or grocery clerk—in the world wastes his time and the manager's money unless he knows how to use his talents wisely. And with a grocery clerk that means *knowing the store's stocks* first of all.

Now, one of the best ways to post your clerks on your general store policy and stocks is this:

Hold Get-Together Meetings in Your Store

One merchant writes us that every Friday night he and his clerks meet at the store and "sell each other" different lines—one line a week. They argue store improvements, ways to advertise, lines to push and store savings—but the main part of the evening is taken up with selling goods.

This is an idea which can be turned into money.

Condiments—as an example—are good-profit lines. Take condiments as the subject for your first get-together meeting—tell your clerks on Monday what you intend doing—and have them turn in their suggestions on Thursday for any other subjects they would like to talk over.

1920 Official Lists of AUTO OWNERS in Man., Sask., Alta. and B.C.

Now Ready!

New Auto Dealers and Farmers Lists ready. Our lists guaranteed 95% correct. We handle complete mail campaigns from copy to mail.

Largest staff west of Toronto.

Henderson Mailing Lists

(Henderson Directories Ltd., Est. 1878)

279 Garry St. WINNIPEG

Sir Lomer Gouin to be Editorial Director of "La Presse"

The announcement that Sir. Lomer Gouin, until lately and for fifteen years Premier of the Province of Quebec, had joined the executive of *La Presse*, of Montreal as Editorial Director has created wide spread interest. Commenting on the event, *La Presse* in its issue of August 2nd, editorially says:

"Convinced of the influential role which French Canada is destined to play in the Confederation, we can feel certain that the sound judgment and enlightened experience of Sir Lomer Gouin, aided by the most powerful publicity organ of the

Sir Lomer Gouin

Dominion, will assure to both, a prudent, wise and strong direction.

"We have, therefore, reason to believe that the Province of Quebec and the whole Canadian race, which we want to see grow and prosper through harmony and co-operation, will benefit greatly by the priceless co-operation of Sir Lomer Gouin with *La Presse*."

Sir Lomer's voluntary retirement from public life, after fifteen years as chief executive of Quebec's provincial government, was one of personal choice on the realization of work well done. A lawyer of note, one of the leaders of the Provincial Bar of which he was Batonnier-General, an astute man of business, the outstanding political figure in the Province of Quebec, in which is said to rest the balance of power, his entry into journalism offers brilliant prospects.

La Presse has reason to be proud of its new associate. From the public standpoint his new post seems no less important than the one he left.

* * *

No More Paid Puffs in The Globe

The Toronto *Globe* has announced that it will not solicit paid reading matter "puffs" from exhibitors at the Toronto Exhibition this year. In a circular letter to exhibitors, the paper says:

"Our general news service from the Exhibition will be better than ever, because our news staff will be able

In Quebec

The Men Who Know---
The Jobbers and Dealers.
Ask Them.

The Telegraph
ALWAYS

WHIG GAINS
IN
ADVERTISING

Lines Paid Advertising:

June, 1920	- -	496,755
June, 1919	- -	422,093
Gain, 17.7%		
July, 1920	- -	486,878
July, 1919	- -	422,093
Gain, 21.3%		

The above figures plainly show that advertisers wisely discriminate in choosing the only A.B.C. paper in Kingston.

THE SEA, THE VALLEYS *and* THE MOUNTAINS CALL YOU

PACIFIC ocean breezes, moist and cool all summer long; south winds and the mild Japan current to make winter weather ideal—that's British Columbia. Walk in the green fields in the sparkling sunshine in the valley. Lift the dew-covered leaves and pick the luscious, great berries ripening there—the strawberries, the loganberries, the blackberries.

Think of the apple orchards inland in the sunny Okanagan—the valley of bees and blossoms. Smell the sweet aroma of the alfalfa which grows seven tons to the acre.

Five acres, a bungalow, a flivver, and you have solved the problem of your life. We have excellent schools, good roads, fine towns.

British Columbia is Calling You

Promotion Dept. ***FARM and HOME*** VANCOUVER, B.C.

Translations English To French

"The Largest French printing house under British Flag"

IF you are seriously contemplating the translation of your English literature into French, have it done by some one able to give proper and effective translation.

This also applies to your French printing—we can do both properly—all work entrusted to us guaranteed.

We handle transactions and French printing for several of the largest houses in Ontario and Quebec.

"La Patrie" Pub. Co.
Limited
JOB PRINTING DEPT.
Montreal : Canada

One of Few Printing Offices in Toronto

that owns and has installed machinery and equipment for producing

Color Printing
Catalogues
Show and Street-car Cards
Book Composition
House Organs
Ruled Forms
Loose Leaf Forms
(All Styles of Punching)
Special Sizes Loose Leaf Binders
Cloth and Leather Binding
Cloth and Leather Sample Covers
Gold Stamping
Gold Edging

We are still Growing.

West Toronto Printing House

HENDERSON & GALBRAITH, Props.
1945 ST. CLAIR AVE. TORONTO

to devote all of its time to events and incidents of general interest.

"Ample accommodation and better advertising service, we are sure, will be afforded to exhibitors in the display advertising columns in *The Globe* during the great Exhibition.

"*The Globe* is the first paper to break away from the custom of soliciting a "write up" from those who exhibit. All advertising is good advertising, but there are better methods of advertising than the paid reading matter "puff." We believe most of the exhibitors will agree with this, and will use Display Advertising with greater advantage to concentrate attention upon their exhibits."

A custom hoary with age thus goes by the board so far as one Toronto paper, at least, is concerned. Ever since there has been a yearly Exhibition at Toronto the local newspapers have concentrated their advertising men on the grounds to solicit, urge, coax, wheedle and demand a paid reading matter puff from exhibitors. Reporters are then assigned to write these appreciative platitudes and flatteries, and column after column of them are printed at the end of the news story of the Exhibition with the idea of conveying the impression that the exhibits mentioned are the ones, and the only ones, which merit newspaper mention.

"I do not know how we will come out financially," said Wm. Findlay, Business Manager of *The Globe*, "but I do know the cause of better advertising will be served by this action of *The Globe* These Exhibition 'readers' netted us several thousand dollars each year. Last year's revenue was double that of the year before. I sincerely believe the advertisers will be better served in the display advertising columns, but we will not know what measure of support our move will receive till Exhibition time comes."

Asked as to whether other Toronto papers would take similar action, Mr. Findlay said he was not aware. It was natural, he thought, that *The Globe* should show the leadership in the matter, leaving the other City papers to follow or not as they wish. Much favorable comment in advertising circles is heard concerning *The Globe's* policy. One Toronto advertising agent who has intimate knowledge of the situation, states it is in his opinion. "The most advanced piece of newspaper business management in Toronto in 35 years."

Business Builder Wanted

as director of mail sales. We are more concerned as to the constructive foresight of the applicant than his actual experience in our line but we would welcome some acquaintance with cataloguing and direct mail selling. Perhaps the greatest attraction presented by this opening is the opportunity to become a factor in building a business that is showing rapid growth and offers a worthy opportunity for larger development. Applicant should state qualifications, age and salary expected. Apply

Box 9 Marketing

FOREIGN RATE NO HIGHER THAN LOCAL

The foreign rate of the Kitchener Daily Record is practically the same as the local rate. Where plates are supplied a credit of seven cents an inch less than the local rate is allowed.

The Daily Record wants more foreign advertising of the better class, and fair rates, good service and results from advertising are building up a splendid clientele for the Record.

Rates from any recognized agency, or direct.

The only A.B.C. paper in Kitchener

THE
DAILY RECORD
Kitchener, Ont.
The Twin City

One Moment Please!

In planning your advertising campaign do not overlook the fact that the area embraced in South Waterloo with its growing population of 72,000 is noted for its very prosperous industrial and farming elements. The people of this territory are large purchasers of advertised products and will buy your products if it is freely advertised in the columns of

The Galt Daily Reporter

Include this progressive, energetic, sold-on-its-merits paper in your campaign and secure the business that you are entitled to in this district.

GALT REPORTER LTD.
Henry J. Foster, *Mgr.* **GALT, Ontario**

Salesmen as Educators

Editor MARKETING,

I am glad to note on page 397 of your July 15th issue your editorial with reference to salesmen and propaganda. I do not know that I altogether like that word "propoganda" because of its unsavory connection with the Germans. I prefer to consider salesmen as educators.

I attach my circular on this subject. I have had a great deal of encouragement from people all over this country and Canada as to the value of this plan. The problem is: who will start it.?

Very sincerely yours,

J. W. HAMILTON.

St. Paul, Minn.

This idea is one which should appeal strongly to every executive who recognizes that it is up to him to "do his bit" in counteracting the unsound doctrines which are being preached all over the continent. Every little "bit" helps. Mr. Hamilton has started the idea. The question is: How many will adopt it? We reprint the circular referred to, issued by Mr. Hamilton more than a year ago, and will be glad to hear from any MARKETING readers who are carrying out this plan.

A NEW EDUCATIONAL FORCE
HALF A MILLION ROAD SALESMEN

Traveling salesmen are amongst our most influential citizens. They have a large and loyal acquaintance everywhere they go.

They make every nook and corner of this country from once a week to three or four times a year and in the aggregate must know quite well ten million people. They meet merchants and their clerks as well as many of their customers, railroad men, hotel keepers and clerks, as well as innumerable people outside of this category.

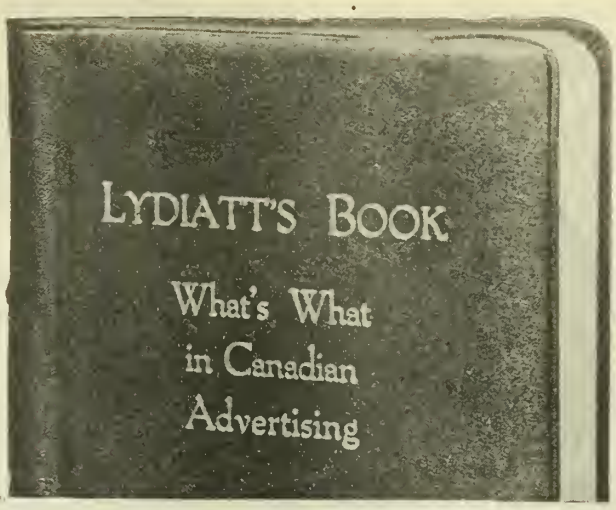
These men will become a tremendous educative force if backed by an organization which will send them weekly through their employers, and at the latter's cost, leaflets on Political Economy, Sociology, Sturdy Patriotism, and the very fundamentals of our national beliefs.

These leaflets would be from 500 to 1,000 words long: would be prepared by experts, arranged in the most attractive manner, and contain nothing antagonistic to labor, to religion, or to political parties. They would be given a subject, a binding edge, and a binder would be furnished, and each leaflet would have references to books for further study.

Such a Leaflet Service can be made of vital importance to the welfare of the nation for it will give these travelers a tremendons amount of valuable information on everything pertaining to broad, solid, conservative, constructive citizenship.

A greater knowledge of these subjects will make them better posted citizens in every way and enable them to make better citizens of millions of our people by passing along to them a wealth of facts of which so many millions of our people stand in need.

There are millions of our citizens who are a prey to the visionary—the men and women who make trouble between employers and employees and between classes in society—and millions of men and women would be reached in a year or two by this type of educational work.



"Advertising Men Recognize That It Gives Them What They Need"

"It is six years since this book was first issued, and during that time it has steadily grown in favour among advertising men, for they recognize that it gives them what they need—complete detailed and authoritative information.

"With the growth of more scientific methods of advertising its practitioners are coming to appreciate the importance of statistics to the success of their plans, for the most successful—those who advertise with the least waste—have learnt to base their methods and selection of media on a careful analysis of the statistics relating to their markets.

"Sales possibilities are determined by the needs and purchasing power of the people in different communities, and the information in LYDIATT'S BOOK enables the advertiser to analyse the character and extent of the Canadian market. The data to be found in its pages is the result of years of experience, and this information has been kept well up-to-date. In fullness of detail and in conciseness of expression the 1920 edition is useful as ever."

London, England, *Advertising World*, April 1920

The Authoritative Rate Book of Canadian Advertising Mediums and Statistical Data Book of the Canadian Market.

Largely used for information needed when investigating the Canadian market, selecting advertising mediums, making contracts, checking bills, etc. 10,000 facts and figures conveniently classified and condensed for ready reference. Everywhere recognized as the most complete and accurate information obtainable.

Only a few copies of the 1920 Edition left

Order your copy now. Postpaid to any address on receipt of the price, $3.00 a copy

W. A. LYDIATT, Publisher, 53 Yonge St., TORONTO

I do not mean that these men will go out to argue High Tariff with Free Traders, or temperance with a man who believes in beer, but rather that they will be well informed on the things that big men know, the solid men who lead this nation in Banking, Manufacturing, Jobbing, in Law and Statesmanship. The leaders have this knowledge, it is A. B. C. to them, but Greek to tens of millions of our people.

These traveling salesmen would have the data from which they would impart the truth and defend what we know to be right.

Concrete facts of the saving salt of Society can be put up in brief, attractive easily assimilable shape and these men would broadcast the data in a wonderful way.

A big broad committee if must be which could arrange and be responsible for these leaflets, and the President himself might well be interested in the selection of its members.

Co-operation with Traveling Men's Organizations will arouse the interest of the traveling salesmen themselves.

ECONOMIC IGNORANCE IS THE CAUSE OF SOCIAL UNREST.

Can there be any better way of removing social unrest than by such a Leaflet method as I have touched upon?

THE TRUTH CLEARLY, BRIEFLY, COURTEOUSLY, INTELLIGENTLY TOLD, ALWAYS CARRIES WEIGHT.

I shall be glad to hear from those interested.

J. W. HAMILTON,
147 Kent Street,
St. Paul, Minnesota.

H. C. Anderson, formerly of the Imperial Flying Corps, has been placed in charge of advertising in the territory from Winnipeg to the Pacific Coast for the *Nor' West Farmer*. Previous to going overseas, Mr. Anderson was connected with the *Nor' West Farmer's* circulation and promotion department.

Ashton & Parsons of London, England, are advertising their "Phosferine" in a few Canadian publications through Smith Denne & Moore, Ltd., advertising agents, Toronto.

IN BUSINESS OVER 40 YEARS CAPITAL $100,000
ELECTROTYPING. STEREOTYPING. NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING. ENGRAVING
THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO
ELECTROTYPES FOR NEWSPAPER ADVERTISING
STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

Through Our
FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
185 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

TO SECURE THE MOST FAVORABLE FIRST IMPRESSION
USE TWO-FOLD LETTER HEADS

The business man who receives a two-fold letter head is at once struck by its all-round superiority to the great mass of letters which his daily mail contains. This at once puts him in a favorable attitude to ward the message the two-fold letter head bears.

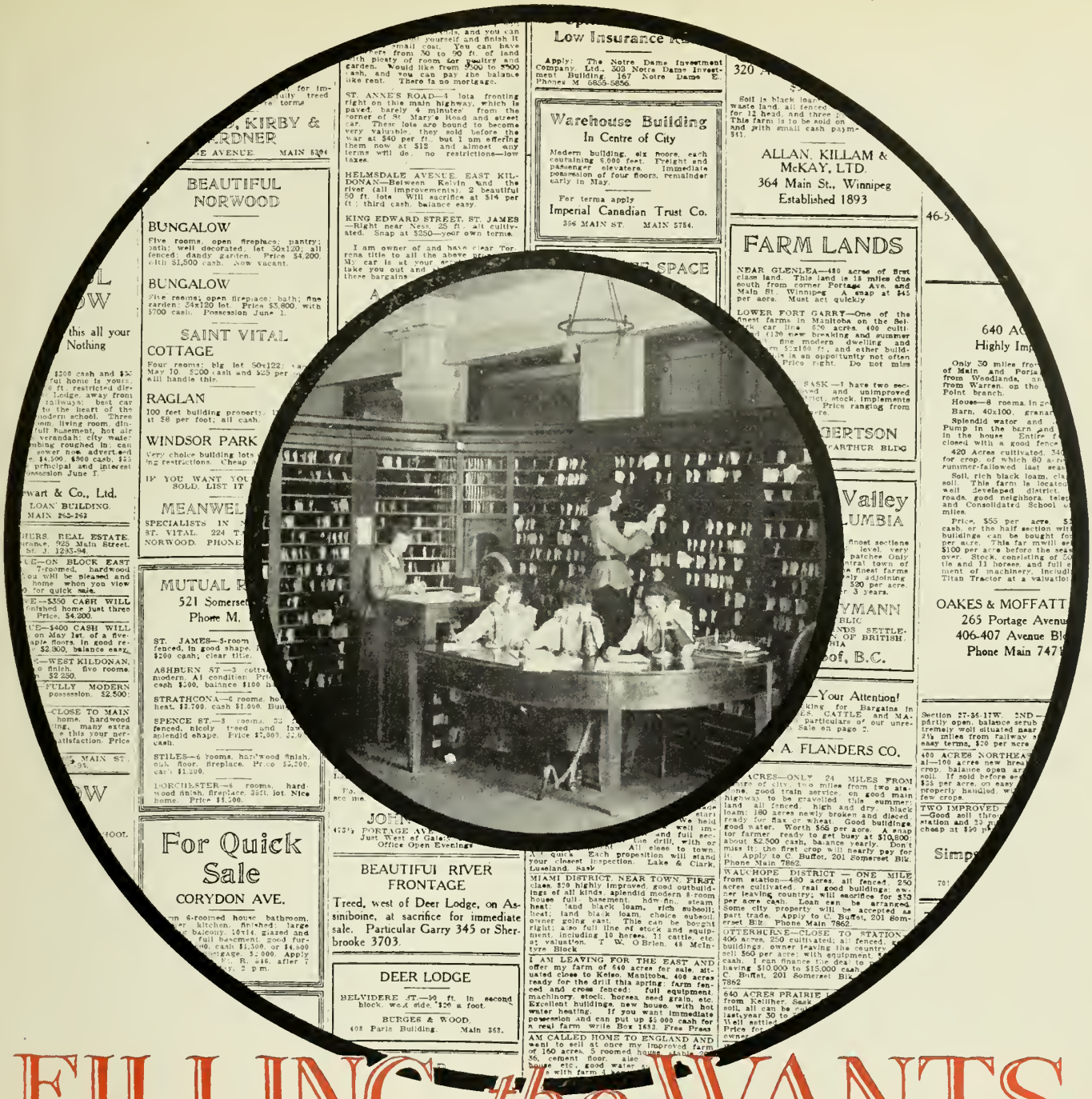
TORONTO ENVELOPE CO's two-fold letter heads are proven business producers, as many big business houses know by experience.

Your printer will get them for you, with envelopes to match.

When ordering them from him, ask him if he is getting our little folder, "Quality and Service." He will welcome it each month, we are sure. Indirectly it will benefit you as well.

TORONTO ENVELOPE CO. Limited
119 Adelaide St. West, Toronto
MANUFACTURERS TO THE TRADE ONLY

"GIBBONS KNOWS ADVERTISING"
MONTREAL TORONTO WINNIPEG



FILLING *the* WANTS *of* WESTERN CANADA

ALMOST every reader of the Winnipeg *Free Press* is an advertiser in its want columns. The immense volume of classified advertising—over two and a half million lines in six months—proves this beyond a doubt. Also it is the surest index of reader-responsiveness. Readers who know the value of advertising by personal experience naturally form an audience which immediately responds to the appeal of other advertising.

In the first six months of 1920 the *Free Press* carried 1,058,248 lines more classified advertising than in the first six month of 1919.

Winnipeg · Free Press

Ask Any Advertising Agency

EASTERN REPRESENTATIVE: EDGAR J. GUY
302 ROYAL BANK BUILDING · · TORONTO

Canada's Empire Builders

FROM ocean to ocean, "Office Specialty" equipment and "Office Specialty" systematized offices are promoting better work, greater accomplishment and greater economy for railroads, mills, mines, banks and factories—in the offices of every Canadian Empire-building industry.

"Office Specialty" equipment, recognized for its high quality everywhere is helping, through the aid it gives to all industries, to make Canada's name an honored one in the markets of the world.

The wide range of "Office Specialty" equipment provides for every need of the modern office. Our Dominion-wide service organization ensures supplying promptly everything you require in the way of equipment and System Service.

Any one of our ten Service Stores will gladly supply you with any information desired and will earn your continued patronage by giving you the best of good service.

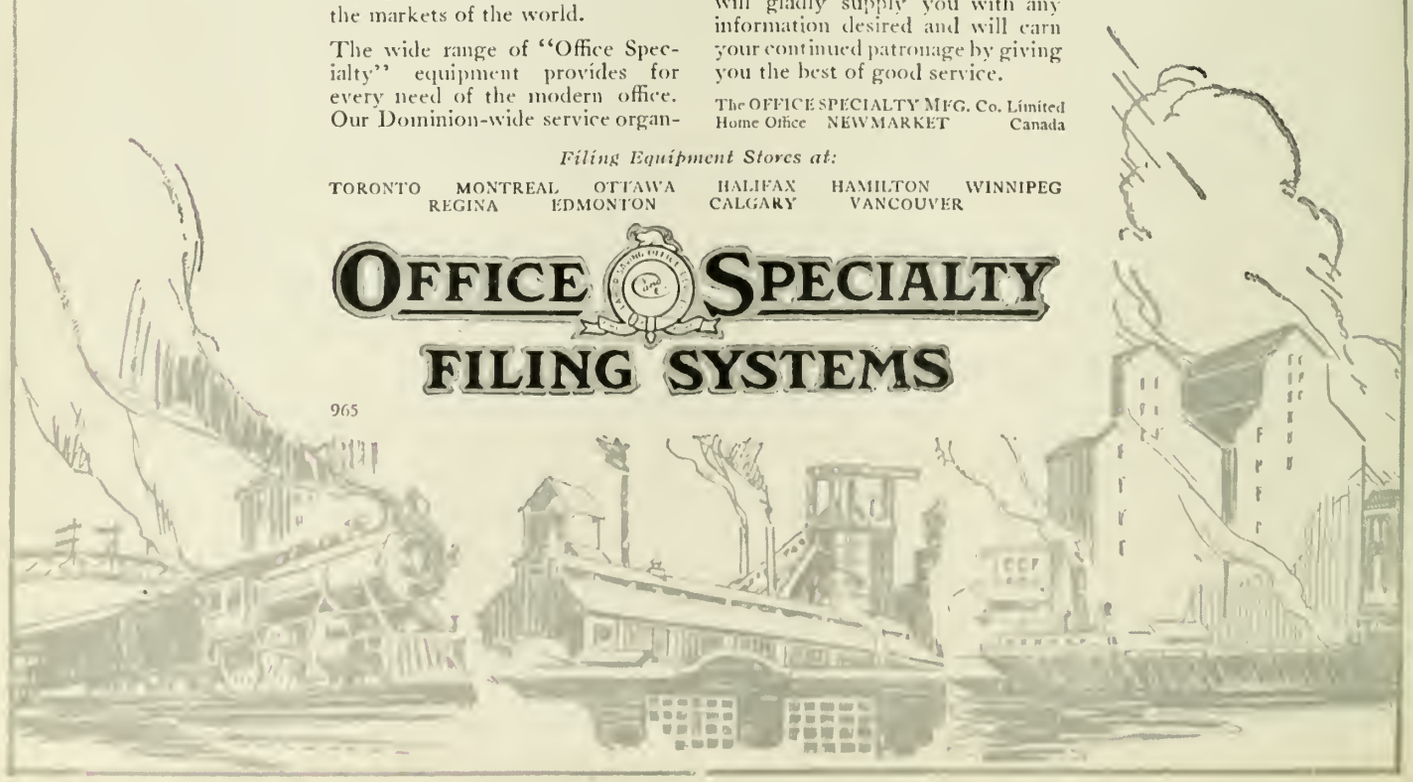
The OFFICE SPECIALTY MFG. Co. Limited
Home Office NEWMARKET Canada

Filing Equipment Stores at:

TORONTO MONTREAL OTTAWA HALIFAX HAMILTON WINNIPEG
REGINA EDMONTON CALGARY VANCOUVER

OFFICE SPECIALTY
FILING SYSTEMS

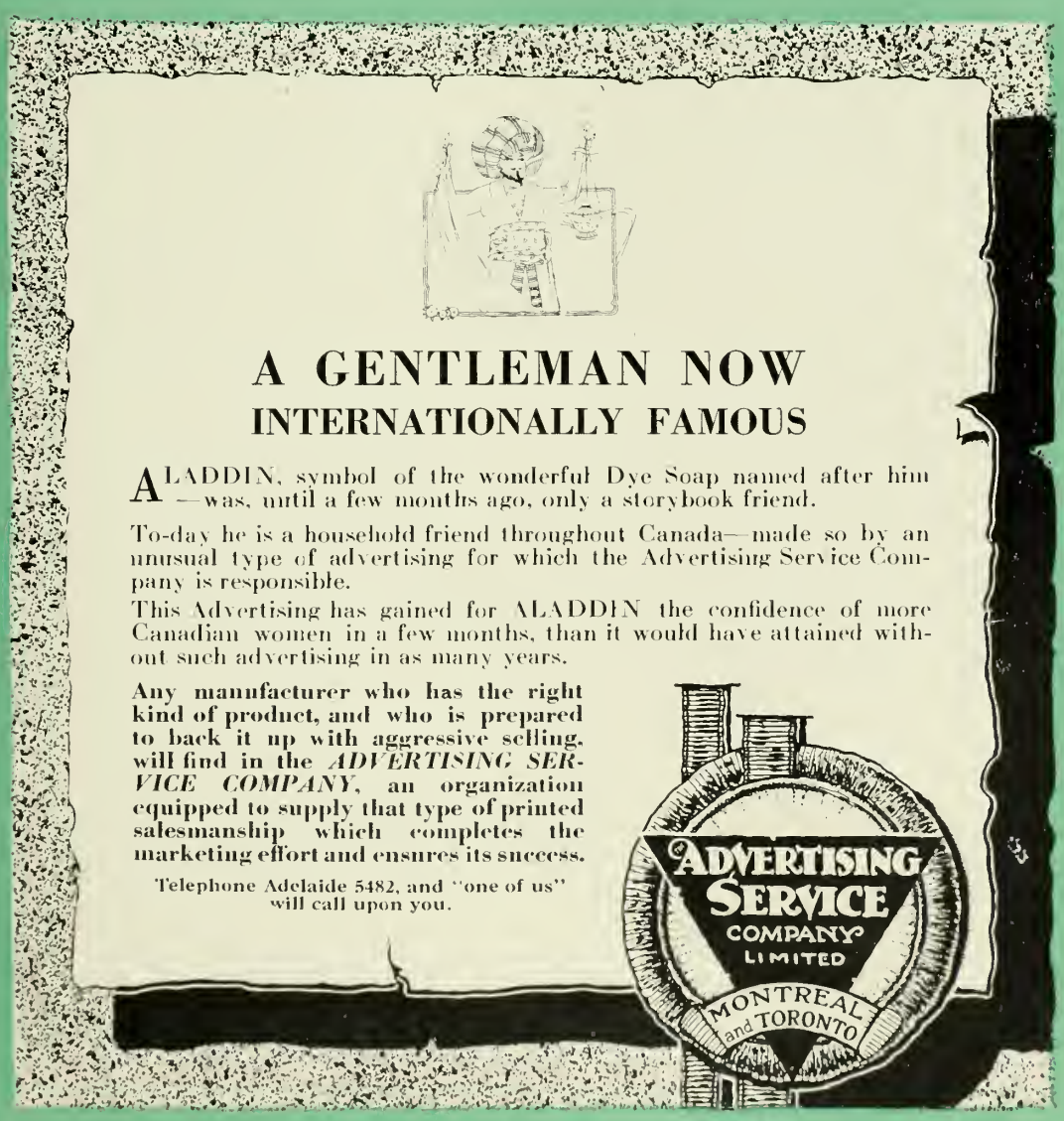
965



Volume XIV. Number 12 *Toronto, September 15th, 1920*

Marketing and Business Management

Edited by W.A.Lydiatt


A GENTLEMAN NOW
INTERNATIONALLY FAMOUS
ALADDIN, symbol of the wonderful Dye Soap named after him —was, until a few months ago, only a storybook friend.
To-day he is a household friend throughout Canada—made so by an unusual type of advertising for which the Advertising Service Company is responsible.
This Advertising has gained for ALADDIN the confidence of more Canadian women in a few months, than it would have attained without such advertising in as many years.
Any manufacturer who has the right kind of product, and who is prepared to back it up with aggressive selling, will find in the ADVERTISING SERVICE COMPANY, an organization equipped to supply that type of printed salesmanship which completes the marketing effort and ensures its success.
Telephone Adelaide 5482, and "one of us" will call upon you.
ADVERTISING SERVICE COMPANY LIMITED
MONTREAL and TORONTO

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA

20 Cents a Copy

SEPTEMBER 15th, 1920

$2.50 a Year

Compare—
Waste Paper
with a Steer!

BUSINESS concerns which have waste paper and rag cuttings to dispose of are in the same position as a farmer who has a steer to sell.

He may sell it to-morrow and get a good price for it. He may sell it next week and get only a low price for it. The price fluctuates from day to day.

He sends it to the stockyards knowing one thing: That he will get the full market price ruling for that day. He gets that price whether he sends one steer or one hundred.

SO it is with waste. The market for waste paper and rags fluctuates. But if you sell your waste to the Pullan institution you can rest assured that you will be credited with the full price that rules for that day. You get that price whether you sell us 500 pounds or 50,000 pounds. And you get it without dickering or question.

Compare further.

Porterhouse or sirloin is worth more per pound than ox-tail or liver.

So it is with waste paper. Unprinted paper is worth more than printed paper. Book paper is worth more than newsprint.

THE Pullan institution is just as important in its field as the stockyards are in theirs.

It not only provides an ever-available channel for the disposal of waste paper and cloth clippings, but also—

—it has established standardized grades of waste, to the benefit of those who have waste to sell.

—it has brought into the business of reclaiming commercial waste the modern business ideal of confidence, honest weights, full value, one price to all—a SQUARE DEAL.

—it is a vital link in the chain by which waste paper is sorted, shipped, transformed and restored to the service of the community.

As a result—the Pullan institution has grown in a few swift years to be the dominant institution of its kind in the country.

May we serve you?

30 Wood Street, Toronto - Adel. 6470
190 Longwood Ave., Hamilton - Reg. 127.

E-PULLAN

Scientific Reclaiming of Commercial Waste

Proofsheet No. 7

Reduced from large size

"Wasteless"

The E-Pullan firm draws its revenue from the waste of other concerns but, notwithstanding, was determined to have no waste in its advertising.

The heads of the firm therefore chose for exclusive presentation of their services to London and Western Ontario.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - -	221 St. James St.
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2, London

Co-operate with Merchants in 2945 Communities at One Small Cost

THE volume of retail sales this autumn and winter will be enormous. Merchants everywhere are anticipating a brisk demand for all commodities.

Merchants look to you for sales assistance. Broad-gauged and effective co-operation will change lukewarm interest into active sales energy—for your particular product.

Consistent advertising in MACLEAN'S MAGAZINE is a mighty important factor of co-operation. Its influence is far-reaching. It is nation-wide. An advertising campaign in MACLEAN'S MAGAZINE *alone* influence consumers and merchants in 2945 communities from coast to coast.

Advertising in MACLEAN'S minimizes waste effort. It creates Dominion-wide prestige. It helps advertisers to build permanent good-will. MACLEAN'S is a most efficient and economical sales force because it helps advertisers to do these things exceedingly well and at one small cost.

Because of its intrinsic worth as a magazine and as a advertising medium—because of the powerful influence it wields through its strong appeal to the "Key" families of Canada—MACLEAN'S should be employed as the **foundation** for all campaigns in Canada.

Over 80,000 copies are being distributed the 1st and 15th of each month—a substantial market of over 400,000 readers.

Two Color, Run-of-paper Advertising

Color advertisements in MACLEAN'S MAGAZINES are POWERFUL. The addition of a little red, or yellow or blue makes a big difference in the pulling power of advertisements, and the extra cost is quite small. Two color, run-of-paper advertisements are limited to black and any one other color.

Co-operate with the merchants of Canada—employ MACLEAN'S MAGAZINE in a big way. Complete information upon request.

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

143-153 University Avenue, - - Toronto, Canada

James Fisher

W. H. Bowman

E. W. Reynolds

W. M. Chisholm

J. W. G Clark

Wm. Wright

The Choice of 18 Leaders

While we have been in business only eight months, no less than eighteen leading manufacturers and associations have selected our organization to conduct their advertising. We have assurances from others that they, too, intend to place their advertising in our hands.

Those who know the Canadian advertising field recognize the fact that, while a new agency, our organization is entirely capable and experienced —that we have advanced and comprehensive ideas as to the service a modern advertising agency should render its clients.

Very likely you have been looking for a service such as we are organized to render.

The James Fisher Company, Limited

ADVERTISING

386 Yonge Street, Toronto

Service with Sincerity

Service with Sincerity

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIV, No. 12 TORONTO, CANADA SEPTEMBER 15th, 1920

ABOUT CANADA'S BIGGEST ADVERTISER

Probably you hadn't realized that Canada's biggest advertiser, both at home and abroad, is a railroad. How transportation advertising has increased travel, and how it contributes to the every community's prosperity. A striking example of market-expansion by advertising.

Written for MARKETING
By a Railway Advertising Executive.

EVERYBODY travels nowadays much more than formerly. It is easy to remember how, but a very few years back, a journey from, say, Toronto to Vancouver or from St. John to Hamilton was a feat of extraordinary magnitude chronicled by a series of eloquent "Letters" to the newspaper back home, or reproduced to highly-thrilled audiences in the Parish Hall by stereopticon slides. But dating from about the time of the San Francisco Exposition, the people of all North America began to see considerably more of their own continent. Travel to Europe was "off"—very decidedly off; and because the bulk of travel to Europe consisted, not, as was so mistakenly believed, of new millionaires seeking impoverished peers to marry their daughters, but of solid middle class people like you and me, with but limited tourist appropriations, this same middle-class majority discovered, at a very rapid rate, that not only had they at home a field for travel equally as splendid and as attractive as anything in Europe, but also that their limited appropriations would carry them at least as far and possibly farther.

But Atlantic travellers were, after all, a minority; whereas it is more or less obvious that the ordinary traveller—considering him in the limited sense of a vacation traveller—has been for some time venturing much farther afield. The popular resorts close to large cities, well-established in popular favor, are, of course, still doing a land office business; but one has only to notice how during the holiday season the long-distance trains at any city terminal are packed, how almost every John Smith you meet can reel off the good hotels from Halifax to Nanaimo, and how many new holiday resorts are being exploited every season, farther and farther away every time, to arrive at the conclusion that we are all seeing much more of Canada.

Nothing, of course, could be more to be desired. Quite apart from the personal benefit, mental and physical, there is the advantage that results from a greater knowledge of one's own country. "Home-keeping youths," says one of Shakespeare's characters, "have ever homely wits," and if every Canadian who goes seeking new scenery or new fishing grounds remembered but a tithe of what he saw and heard of Canada's assets and resources, the development of this great undeveloped country would infinitely be hastened. More than that, the complexities of our national life would undoubtedly be eased were there more inter-provincial travel to reveal the fact that, while there are between our curiously diversified elements so many racial, political and social differences, there are also found in every section the same fundamental qualities of human nature

Three Classes of Travellers

This, however, is by the way. What I was going to say was that travellers, like the great, are of three classes. Some—a rare class—are born travellers; but these mostly develop into explorers, to whom a time-table is a symbol of an effete civilization; although I do number amongst my friends a man upon whom a time-table, especially a foreign time-table, has the same intoxicating effect that May has upon the trout fisherman. Others, to quote Malvolio out of order, have travelling thrust upon them; that is to say, they travel because they must, because thay are selling goods or because they are on some mission or other. While others, by far the most notable group, in due course achieve the divine discontent of travelling; and seeing that Advertising is now taking credit for making us a nation of mush eaters, talking machine users, gasoline consumers, Victory bond buyers, union suit wearers, and a multitude of other things, including winning the war, Advertising might just as well take credit—in fact, it should vigorously deny the credit to any other agency—for making us a nation of travellers.

The employer of labor will now readily concede that the annual holiday is an important part of the industrial fabric. But if the railways had never advertised, it is a fair guess that the holiday habit would not exist; specifically, if the Canadian railways had never advertised, the Canadian holiday resort would never have come into its own. Were the Canadian railways to cease advertising—which would, of course, be suicidal policy, but we will assume a hypothetical case—it is as fair a guess that there is practically no Canadian holiday resort that could last three seasons thereafter, let it advertise itself how it liked.

The various railways and other travel-impelling agencies of this country put out, each year, a total of something like a million tourist folders, to say nothing of about three

times that number of time-tables. That may give some idea how these organizations themselves regard the tourist business; but what may not so generally be known, either by the general public or by the advertising profession, is that these organizations spend more money advertising the Dominion of Canada than practically any commercial group does in advertising any one kind of commercial product. In default of definite figures, I make the statement that outside of departmental store advertising (which covers a wide variety of products) there is no class of manufactured commodity, not even tobacco, automobiles, foods, phonographs, tires, or what not, that is so well advertised as Canadian scenery. One Canadian railway alone has an annual advertising appropriation double the appropriation of the next largest single advertiser (outside of departmental stores) in Canada; and yet although Canadian railways have been advertising continuously for twenty-five or thirty years in an increasingly large volume, one fails to find the case cited, or that of any other Canadian railway, in the representative list of big advertisers in "MARKETING'S" annual review of Canadian advertising.

UNNOTICED ADVERTISING

That this fact is not more generally known and appreciated is due, of course, to the reason that so much railway advertising is "invisible." Probably only about half of the advertising of Canadian railways is easily visible either to the public or—what is not quite the same thing—to the professional advertising man. This invisible publicity might perhaps be divided into three kinds. Firstly, there is a tremendous bulk of what might be called "routine" advertising, consisting of stereotyped advertising such as change of train services (which is compulsory by law), excursions, harvesters' and other cheap rates, and a vast mass of time tables and minor printed matter. Secondly, railways advertise in some unusual ways that are not amongst the efforts of the average Canadian advertiser—such as by lectures, exhibitions, moving pictures, picture display, and so on; and thirdly, all Canadian railways carry on an enormous amount of advertising outside of Canada.

The last merits especial attention. There are, I know, a few Canadian firms which advertise outside of Canada, but their number is very limited and their motif chiefly the creation of an export market for surplus products. On the other hand, the Canadian home market is a highly competitive market in which foreign goods, especially American goods, are widely advertised, either in Canadian publications or in the American magazines which flood this country. It is therefore very interesting that the railways of Canada, with one or two exceptions, are the only Canadian manufacturers that actually carry the war into the enemy's territory, the only ones who are actually cultivating an entirely new market for Canada and bringing a huge amount of new money into the Dominion.

One of the advertisements in the big C.P.R's. magazine and newspaper campaign in the United States, embracing nearly 200 kinds of copy.

Considering the great and highly diversified scenic attractions of the United States itself, it would seem to require more than an average amount of courage to endeavour to interest American tourists in the scenic attractions of Canada. But that the effort is well repaid is evident in the large number of American tourists who *do* come to Canada. One meets them everywhere—in Toronto, Montreal, Quebec, Nova Scotia, Muskoka, the Rockies, or the countless fishing and hunting resorts. In 1915, the year of the San Francisco Fair, there were actually more guests registered at Banff and Lake Louise, in the Rockies, from New York City than there were from the whole of Canada, notwithstanding the nearness of the City of Calgary, for which these places are popular week-end resorts. An American tourist agent, in fact, stated quite recently that the Canadian Rockies are better advertised in the United States than the American Rockies. Our American visitors are quite frank in saying that they like Canada, even prefer Canada, for without detriment to their own country, they confess that the holiday regions of Canada are on the average far superior to corresponding regions in the United States.

An advertisement of the C. N. R. in Canadian newspapers. This road also advertises for freight

It is estimated that 150,000 American tourists visited Canada in 1919. It would probably be impossible to estimate the millions of dollars of new money that they introduced into this country, but the reflective advertising man can hazard his own guess and carry the thought through to its logical conclusion. Summer holidays, even the shortest and nearest, are always good for trade; they liberate much money and set innumerable economic forces in motion. Figure to yourself, therefore, what greatly increased consumption of Canadian products, with benefit to all the channels of trade through which they pass, results from this invasion of non-Canadian consumers—a highly profitable business, by the way, to obtain which the Canadian producer has expended absolutely nothing!

BENEFITS CANADA IN MANY WAYS

There is another aspect yet to this subject. Although American travel declined after the United States entered the war, before that time the number of Americans visiting Canada remained fairly steady, although they realized that Canada was at war, and in spite of numerous semi-ludicrous attempts, mostly German in origin, to discourage them. These latter ran the scale from allegations upon the difficulty of crossing the border line to sensational telegrams that prominent Americans at fashionable Canadian hotels had been ejected because they refused to join in the compulsory kissing of the Union Jack at every meal. The shrewd commonsense of the average American, of course, discounted these canards for what they were worth; and what actually happened was that not only was much advertising of a general Canadian nature continued in the United States during the whole period of the war, but also that the coming of our American visitors, who were mostly "quality" people of consider-

able standing, and the results of their own observations in Canada when it was at war, was the means of aligning an incalculable large amount of American sympathy for the Allied cause before the fateful days of April, 1917. In the summer of 1916, for example, I met Theodore Roosevelt when he was at Banff. After seeing Canada at war, he said that Canada's war efforts commanded his deepest admiration and envy, or words to that effect—and think what weight such declarations would have, if he went back home and repeated them, upon a very large number of Americans.

LAKE of BAYS
GRAND TRUNK RAILWAY SYSTEM
THE KILLARNEY of AMERICA
"HIGHLANDS of ONTARIO"
Vacation Land of Perfect Summer Climate
C. E. HORNING, D.P.A. UNION STATION, TORONTO, Ont.
E. C. ELLIOTT, D.P.A. BONAVENTURE STATION, MONTREAL, Que.
52 POUNDS OF SALMON TROUT CAUGHT WITH 8-OUNCE STEEL ROD

The Grand Trunk, now a part of the Canadian National Railways System, has long been one of Canada's biggest advertisers. This is one of its resort advertisements in Canadian publications.

Much of the Advertising to Attract Immigration

The securing of immigration absorbs much railway advertising. Before the war, all our principal Canadian railways were large advertisers in Europe along this line, buying space to give the would-be immigrant specific information where the Canadian Government immigration campaign had necessarily to be confined to generalities. For several years the railways have also carried on immigration propaganda in the United States, and never at any time during the war ceased it; with the result that the steady stream of American settlers into the prairie provinces scarcely abated one whit from 1914 onwards, notwithstanding that the German-American anti-Canadian propaganda, mentioned already in connection with travel, grew even more alarming and almost virulent in connection with colonization.

Transportation advertising has its own peculiar problems, most of which would, perhaps, be entirely novel to the advertising man accustomed only to straight mercantile advertising. Some of his familiar and almost stereotyped solutions for merchandizing problems would probably be altogether ineffectual. For example, the modern advertiser regards being "oversold" with equanimity, because continuous advertising even when he is unable to supply the demand builds up good-will for his product and insures his market. One has only, however, to put oneself in the position of a holiday-maker arriving at a popular resort, to find it "oversold," to realize that being oversold may have for a public service corporation the reverse of "good will." There is no grouch quite like that of the man who wanted a lower berth and who can't even get an upper. And by no means the least important angle of this question of being oversold is while practically every manufacturer can and does raise his prices as demand overtakes the supply, the railway is held by the most rigid system of governmentally controlled rates, which, as recent disclosures have shown, bear no relation at all to the actual cost of manufacturing transportation.

The railway is primarily advertising and selling Service, and in standard of Service Canadian railways compare highly with any transportation mediums in the whole world. But Canadian railways have such long mileages and reach such widely diversified territories that this product of Service must virtually be wrapped up in a different package on every counter where it is sold. The catholicity of the appeal can be judged from such an instance as that in any January you will find the same railway appealing to you in the same paper to go either to Quebec for the winter sports or to the Pacific Coast to avoid the winter.

The steam railway business has invested in it something over $1,985,000,000, whereas the total capitalization of all manufacturers in Canada, according to the Government census of manufacturers of 1915, is only nine millions more. The gross income of steam railways in the last year of statistical collation, 1917, amounted to nearly $311,000,000, exceeded only by one industry (food manufacturers, $385,000,000), while no other form of manufacture produced in value of products as much as fifty per cent. of this total. The railway business in Canada employs 146,000 men and women, while food manufacturers employ about 55,000; and there is one further most notable feature, namely, that nearly sixty per cent. of railway operating costs are labour costs, whereas in no manufacturing industry do labour costs exceed forty-five per cent. So large a place in the economic life of Canada does the railway hold that successful transportation re-acts upon every phase of Canadian prosperity, and every dollar in additional or new revenue that advertising can secure for it is diffused throughout the entire community.

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Fads in Advertising

Just now the fad among national advertisers seems to be the "spirit-of-this-business" type of advertising. How the proprietor's grandfather started it—and the vow all those who came after him took to maintain the lofty traditions of the house; the —"I am a lead pencil" type—"I write the World's message"; "Service" blazed at the top of double spreads; "Labor — the backbone of Industry";—everything but talking about the merchandise the advertiser has for sale—what it is for —how much it is.

The retailer dropped this editorial style of advertising ten years ago. It is new to the national advertiser—but you'll find reams of such stuff in retailers' dust-covered scrap books in the warehouses with the old files.

Time was when no retailer's advertisement was complete without an introduction. In making the layout, first came the headline, then followed the introduction with its flowery phrases, and its praise of the firm, and the reasons why the Busy Bee could sell cheaper than anyone else.

But every time the boss looked at the big piece of space occupied by "talk" as he called it, he wondered whether a dozen items wouldn't bring more business, and it wasn't long before the introduction disappeared from his advertisements.

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Fred W. Nash, recently marketing manager of Ryzon Baking Powder, has been appointed general manager of Thomas J. Lipton, Inc. for the United States and Canada.

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Imrie Buys Hamilton Times

John M. Imrie, widely known as Manager of the C.P.A. has purchased the Hamilton, (Ont.) Daily and Weekly Times.

❦ ❦ ❦

Editor Maclean's Magazine Goes to Ladies' Home Journal

The Ladies' Home Journal of Philadelphia has come to Canada, and to Maclean's Magazine, for an editor. T. B. Costain, editor of Maclean's Magazine, and credited with having made it a magazine of which Canadian's are both proud and appreciative, has been appointed managing editor of the Ladies' Home Journal—second in command, it is explained, the appointment of the new editor not yet having been announced.

Mr. Costain was born in Brantford, and was engaged in newspaper work on the Mail and Empire and Guelph Mercury before joining the Maclean forces. He leaves the end of September to undertake his new responsibilities, and carries with him the good wishes of many admiring friends, who will nevertheless regret his loss to Canadian journalistic circles.

REVISED RATES OF CANADA'S PRINCIPAL MAGAZINES AND FARM PAPERS

Handy condensed list of Canada's magazines and farm papers, with latest circulation figures and correct advertising rates, brought up-to-date for the convenience of MARKETING'S readers in checking estimates and making up Fall and Winter schedules

FOLLOWING the publication in August 15th issue of MARKETING of a condensed list of Canadian daily newspapers with up-to-date, detailed circulation figures and advertising rates, we have compiled a list of other publications in which general advertisers are interested, giving similar information.

Many subscribers have expressed their appreciation of this service. Even those who endeavor to keep close check on changes in rates are not certain that in every case they have received the latest rate card issued by each publisher. Few, if any, make a thorough canvass of the field to correctly record rates current at a given date—as MARKETING has done in the accompanying tabulation.

There have been changes during the last six months affecting practically all the more important publications—particularly in regard to advertising rates. In some cases the increased rates have only recently taken effect, and advertisers having unexpired contracts with these publications will not be affected immediately. In a few cases the increases do not take effect for a few months, and special note is made of these.

This data is necessarily incomplete,

PUBLICATION	Where Published	How often	Page Size	Date of Publication	Forms Close	CIRCULATION 6 m.-end June, '20 Net Paid	CIRCULATION 6 m.-end June, '20 Gross Average	ADVERTISING RATES in effect after Oct. 1st.
MAGAZINES								
British Columbia Monthly	Vancouver	M	2-col. 10 x 2¼"	15th	5th	.....	2,500 †	$50. a page
Butterick Quarterlies	Toronto	Q	4-col. 12 x 2¼"	Jan. Apr. July & Oct.	month previous	75,000	.....	$600. a page
Canadian Boy	Ottawa	M	3-col. 10 x 2⅛"	25th	15th	6,500	7,000	7c. to 6c. a line
*La Canadienne (French)	Toronto	M	4-col. 14¼ x 2⅛"	1st	8th previous	25,000	27,000	30c. a line
*Canadian Courier	Toronto	S-M	4-col. 13 x 2⅛"	1st & 15th	12 days prev	.....	.....	50c. a line
*Canadian Home Journal	Toronto	M	4-col. 14¼ x 2⅛"	26th	15th	44,115	45,759	50c. to 45c. a line
Canadian Magazine	Toronto	M	2-col. 8 x 2½"	20th	10th	.....	16,462 †	$40 a page
Christian Guardian	Toronto	W	4-col. 12½ x 2⅛"	Wednesday	8 days prev	.....	35,000	30c. to 25c. a line
*Everywoman's World	Toronto	M	4-col. 14¼ x 2⅛"	1st	15th	103,628	110,628	$1. a line
*Le Panoramo (French)	Montreal	M	4-col. 12½ x 2⅛"	5th	20th	16,220	16,365	$100. a page
*Maclean's Magazine	Toronto	S-M	4-col. 12½ x 2¼"	1st & 15th	15 days prev	75,740	80,167	70c. a line
Rod & Gun in Canada	Woodstock	M	2-col. 8 x 2½"	15th	10th	15,509	17,961	$40. to $36. a page
*Le Samedi (French)	Montreal	W	4-col. 12½ x 2⅛"	Saturday	10 days prev	24,160	24,331	8c. a line
*Saturday Night	Toronto	W	6-col. 19¾ x 2⅛"	Saturday	Mon. prev	36,232	37,123	26c. to 22c. a line
*Sentinel	Toronto	W	8-col. 21½ x 2⅛"	Thursday	Tuesday	24,289	24,805	15c. to 6c. a line
*Western Home Monthly	Winnipeg	M	4-col. 12¾ x 2⅛"	1st	22nd	41,314	42,217	35c. a line to Jan. 1, thereafter 40c.
Woman's Century	Toronto	M	3-col. 10 x 2¼"	1st	15th	.....	12,000 †	21c. to 14c. a line
*World Wide	Montreal	W	4-col. 11½ x 2"	Friday	Mon. prev	7,999	8,446	12c. to 8c. a line
FARM PAPERS								
ALBERTA								
Agricultural Alberta	Edmonton	M	4-col. 12 x 2⅛"	1st	20th	5,000	10,000	10c. a line
Alberta Farmer	Calgary	W	8-col. 22 x 2"	Thursday	Tuesday	13,046	15,762	4c. to 3½c. a line
*Farm & Ranch Review	Calgary	S-M	4-col. 12¾ x 2⅛"	5th & 20th	1st & 15th	42,775	49,468	35c. a line
BRITISH COLUMBIA								
B.C. United Farmer	Vancouver	M	4-col. 15 x 2½"	1st & 15th	25th & 10th	8,352	9,000	10c. to 9c. a line
Country Life in B.C.	Vancouver	S-M	3-col. 10 x 2⅛"	6th	1st	5,300	5,600	9c. to 6c. a line
*Farm & Home	Vancouver	W	5-col. 14¾ x 2"	Thursday	Saturday	17,715	19,119	20c. a line
Western Canadian Farmer	Vancouver	M	3-col. 10 x 2⅛"	20th	15th	3,500	3,860	$1.68 to 75c. an inch
MANITOBA								
Canadian Farmer (Ukrainian)	Winnipeg	W	7-col. 20½ x 2⅛	Friday	Fri. prev	.....	12,500	6c. a line
*Canadian Power Farmer	Winnipeg	M	4-col. 12¾ x 2⅛"	10th	25th	14,545	26,375	22c. a line
Der Nordwesten (German)	Winnipeg	W	7-col. 20½ x 2⅛	Wednesday	Fri. prev	.....	17,500	7c. a line
*Farmers' Advocate & Home Journal	Winnipeg	W	4-col. 12¾ x 2⅛"	Wednesday	7 days prev	42,273	.....	35c. a line
*Free Press Prairie Farmer	Winnipeg	W	5-col. 17 x 2"	Wednesday	Saturday	40,275	41,472	15c. a line
*Grain Growers' Guide	Winnipeg	W	4-col. 12¾ x 2⅛"	Wednesday	9 days prev	76,335	77,499	60c. a line
*Nor' West Farmer	Winnipeg	S-M	4-col. 12¾ x 2⅛"	5th & 20th	10 days prev	67,378	71,462	50c. a line to Jan. 1, 60c. thereafter
Polish Voices (Polish)	Winnipeg	W	7-col. 20½ x 2⅛	Wednesday	Fri. prev	.....	6,500	5c. a line
NEW BRUNSWICK								
Maritime Farmer	Sussex	S-M	4-col. 12 x 2⅛"	every other Tue	Week prev	11,028	11,145	10c. a line
United Farmers' Guide	Moncton	W	4-col. 12¾ x 2⅛"	Wednesday	8 days prev	15,573	17,020	16c. a line to Jan. 1, 20c. thereafter
ONTARIO								
*Canadian Countryman	Toronto	W	4-col. 12½ x 2⅛"	Saturday	10 days prev	37,979	39,733	25c. a line to Jan. 1, 30c. thereafter
*Canadian Farm	Toronto	S-W	4-col. 11½ x 2⅛".	Wed & Fri	Sat & Wed	31,201	31,797	18c. a line
*Farmers' Advocate & Home Magazine	London	W	4-col. 12¾ x 2⅛"	Thursday	Saturday	31,589	34,802	30c. a line
*Farm & Dairy	Peterboro	W	4-col. 12½ x 2¼"	Thursday	Saturday	16,275	17,961	15c. a line
Farmers' Magazine x	Toronto	S-M	4-col. 12½ x 2½"	1st & 15th	15th & 1st	31,563	31,883	30c. a line
Farmers' Sun	Toronto	S-W	S-col. 21½ x 2"	Wed & Sat	Sat & Wed	32,481	33,218	2 1c to 1.8c a line
*Ottawa Farm Journal	Ottawa	S-W	S-col. 21¾ x 2"	Tues. & Fri	Mon & Thurs	22,960	23,536	12c. a line
Rural Canada	Toronto	W	4-col. 11¼ x 2⅛"	Saturday	Monday	27,056	32,475	30c. a line
*La Voix Du Sol (French)	Ottawa	W	S-col. 21½ x 2"	Thursday	Wednesday	10,111	10,931	1¼c. a line
QUEBEC								
Le Bulletin des Agriculteurs (French)	Montreal	W	4-col. 12 x 2⅛"	Saturday	Friday		17,000	15c. a line
Family Herald & Weekly Star	Montreal	W	4-col. 17 x 2¼"	Wednesday	Wed prev	156,385	157,750	50c. a line (E. or W. edition only, 30c.)
Journal d'Agriculture	Montreal	M	4-col. 12½ x 2⅛"	1st	15th	82,190	82,502	15c. a line
La Patrie	Montreal	W	S-col. 21¾ x 2"	Thursday	Tuesday	10,461		8c. a line
La Presse Weekly (La Presse)	Montreal	W	S-col. 21¾ x 2"	Thursday	Monday	40,919	42,736	10c a line
La Terre (French)	Montreal	M	S-col. 23½ x 2⅛"	15th	10th		10,000	6c to 4c a line
Witness & Canadian Homestead	Montreal	W	7-col. 21¾ x 2⅛"	Tuesday	Monday	20,133	20,919	10c. to 8c a line

† Circulation audited by A.B.C. ‡ From 1920 IVDIVET'S Book, later data not having been received. x—Weekly commencing February 1921.

but if used as supplementing and bringing up-to-date the information in the 1920 LYDIATT'S BOOK the advertiser will have accurately recorded the most essential facts and figures on which to base his fall and winter advertising plans. If you do not possess a copy of LYDIATT'S BOOK, "the authoritative rate book of Canadian advertising mediums" one should be obtained. It proves as valuable to the space-buyer as a time-table to a traveller. It is now generally regarded as indispensable. A few copies are still available and may be secured, postpaid, for $3.00.

Every reasonable effort is made to insure accuracy in the information recorded below. Every publisher was asked for figures showing net paid and gross average circulation for the six months ended June 30th, 1920. In the case of A.B.C. members the circulation figures quoted agree with those appearing in the publisher's A.B.C. report for that period. In other cases the figures given are those claimed by the publisher, without verification. Publications marked * are A.B.C. members or applicants for membership, and their circulation figures are subject to regular audit.

The page sizes given show number of columns, length and width of columns in inches. The advertising rates are those quoted by the publisher as in effect October 1st, and are for run of paper, per agate line, unless otherwise stated. In most cases the rate is a flat one. Where otherwise, the range of rates from maximum to minimum contract rate is indicated.

If further information is desired about any of these publications, or others not listed, consult LYDIATT'S BOOK, or write MARKETING and it will be secured for you. We are glad to be of service in providing advertisers or advertising agents with information relating to the Canadian market or any Canadian advertising medium, and are constantly answering inquiries of this nature.

❦ ❦ ❦

SAVED SALES EXPENSE BY ADVERTISING

How advertising of fish increased consumption 100%, and how it reduced selling expense and put a new sugar refinery on the map. In the one case sales-cost was lowered by increasing demand—in the other by making sales force unnecessary

Written for MARKETING by R. W. GOULD.

THIS is a fish story. A fish story told by a herring choker of Nova Scotian birth. We have the atmosphere at least, you will say, for a fish story of proportions. This fish story, however, lacks some of the traditional features of stories of its kind, particularly in that it is entirely true from beginning to end and can be proved by official records.

"Oh you've been brought up on fish," is the remark one very often hears when it is known that he hails from the maritime provinces. There is a sort of fallacy that the people of the maritime provinces subsist largely on fish, porridge and the shorter catechism. So far as I am personally concerned I got but a fair quantity of the first and second items on this menu and I fear too small a helping of the third. However, I am here, still at large, in spite of the rationing of the catechism to bear witness that the belief that the people of the maritime provinces are large consumers of fish is not in accordance with the facts.

My chief purpose however is to show you how it was that the National Fisheries' Association made Canada eat fish as she had never partaken of it before. In this case the barley loaves and the three small fishes had nothing to do with it, but instead that almost equally miraculous force—advertising. I want to show you how it was that $2,500 worth of advertising transformed itself into one of the finest paying propositions that Canada ever had.

To get the facts I went to A. H. Brittain, president of the National Fisheries Association. Now he believes that fish is one of the greatest enemies of the High Cost of Living that Canada has and not only believes this but produces facts to prove it.

When I interviewed Mr. Brittain I asked him the following questions and these were his answers:

"What was the biggest single day's consumption of fish in Canada?"

His reply was, "Two million, five hundred pounds."

"How much in excess is that of any previous day's consumption?"

"Just about one hundred per cent" was his answer.

"How did you do it?" I asked.

"Advertising" was his reply.

"How much did your total advertising campaign cost you?" I asked him.

"Twenty-five hundred dollars," came the reply. Therefore it would seem that in one day's sales alone the entire cost of that campaign cost the fish buyers of Canada, the consumers, one cent a pound on their fish.

But that is not all. The advertising expended on a fish eating campaign caused a greatly increased consumption of fish in Canada. Then we got down to further figures. It was decided that the average price of meat was 30 cents a pound. I don't think any consumer will quarrel with that figure. We figured that the average price of fish was 15 cents per pound. This is retail. From that it was gathered, and properly so, that in that one bumper day's sales alone those who had purchased fish in Canada had saved $375,000. That sort of staggers one but it is true, the fish story notwithstanding.

Advertising did that. It effected that saving.

From that one day's sales one may get an idea of the vast amount of money saved by that advertising campaign to the people of Canada.

Now I do not hold any brief for fish in spite of the fact that I first saw the light of day where the roar of the Atlantic breakers could then and still may be heard quite distinctly. This is only in defence of the theory that advertising is an enemy of the high cost of living.

If that amount of money could be saved to the consumers of this country in one day by a spasmodic fling into the field of advertising what might be done if a steady and effective campaign were carried on? I ask you.

It is estimated that before that measly twenty-five hundred dollar advertising campaign was carried on by the National Fisheries Associa-

tion of Canada, and I apoligize now for the terms in which I describe it, that only 25 pounds per head of fish was sold in Canada and fifty pounds per head of population was sold on its completion. If $2,500 in advertising will double the consumption of fish in Canada in a comparatively short period what might be achieved in a strenuous, and well directed campaign?

There is one feature of the consumption of fish that may not be generally peculiar to the consumption of other food products in Canada and that is the more fish that is sold the cheaper it can be sold. That may sound peculiar but it can be proven.

The average butcher to-day in the small town, or in the large cities if you like, sells perhaps 100 pounds of fish a week. At least he buys 100 pounds and at the week end has to throw 25 pounds of that amount away spoiled. The waste is due to the fact that there is not sufficient demand for fish to sell his entire stock. The lack of demand is due entirely to the lack of fish advertising. the result is that the cost of the 25 pounds thrown away and wasted must be added to the cost of the 75 pounds actually sold No dealer could stay in business unless he did this. Suppose then, by reason of a well directed advertising campaign, that dealer was able to dispose of 500 pounds of fish, he would by reason of the increased demand be able to instal facilities by which this fish might be properly preserved and treated. There would then be no loss to the dealer and a great saving to the community.

There is nothing so very obstruse in that calculation. So far as can be proven by facts, the increased consumption of fish in Canada to-day offers the greatest medium through the advertising route for a reduction of the high cost of living that is in sight.

"The fisheries seems to be the only branch of our natural resources in which the government has taken little or no interest," said Mr. Brittain in discussing the matter, after he had pointed out the economic possibilities of a fish eating advertising campaign in Canada. "Every other one of our resources has been assisted, subsidized, and helped by the government in point of consumption but the fisheries. The fisheries have been left to paddle its own canoe," he concluded.

He then proceeded to show that in mines and forests and the other natural resources millions had been spent. In no other line had a small comparatively small advertising campaign, privately conducted, brought such wonderful economic results to the country as in the case of the fisheries.

Mr. Brittain said that the fishing industry at the present time represents an income to Canada of forty millions of dollars per annum. This seems a large amount, but when compared to the large tonnage it represents, it is comparatively small. Of codfish alone there are two hundred million pounds caught and retailed from the Atlantic coast. Did you ever sit in the nose of a dory in December when a raging snow squall was in progress and "under run" a trawl for fall haddock. Perhaps the majority of you have been spared that experience. It is anything but amusing and the wonder to me is that the price of haddock is so reasonable in Canada.

I am not urging for higher prices for any kind of fish, but a greater consumption through advertising at a lower price than that which rules the market to-day. It would seem that the government and the big fish corporations of Canada have forgotten the value of advertising and that the people of Canada, the majority of them never knew and do not yet know how to buy fish properly.

Fish was never advertised before in this country until the National Fisheries Association of Canada undertook the task and the result was truly marvellous. If the consumption of fish in war time was good for the country it may be argued safely that it is equally good now.

I doubt very much, in spite of the great achievements that have been wrought through advertising in Canada during the past decade in all other lines of business, if results equal to that of the fish eating campaign were ever achieved before from an economic standpoint. I have not been able to find a parallel.

Those who are prone to believe that the expenditure of money in advertising in Canada, or any other country for that matter, is not an economic proceedure need but glance over the history of the fish eating advertising campaign that has been carried on to find a complete and convincing argument to meet their opinion and to dispose of it. Twenty-five hundred dollars spent in advertising in Canada saved the Canadian consumer in one day no less than $375,000. Who says that advertising is an economic failure?

To say that advertising reduces the cost of sugar, for example would in these days be to have the facts apparently against you. But there can be no doubt that advertising reduced the cost of *selling* sugar—in more normal times, at any rate.

I have it on no less authority than Sales-Manager Bissell of Atlantic Sugar Refineries.

"It destroyed our sales organization," was his statement, as he watched the effect of his rather amazing assertion, with respect to Lantic Sugar. "Yes sir," he continued, "When we started out to market Lantic Sugar we had a retail sales organization of forty employees—where are they now? Gone. We have no such organization to-day," he explained. "The advertising department of the Atlantic Sugar Refineries swept our retail sales organization out of existence."

There is such a thing as securing so conclusive a bit of evidence for the crown that the prosecutor is knocked off his feet and is torn away from the even tenor of his proceedure. The same is true of the interviewer. I was keen to get facts to show advertising as a reducer of sales costs, but this was so unexpected that all the pretty questions I had martialled in my mind to ask the sales manager were so mixed up and tangled that they were abandoned at once.

Sales Manager Bissell looked satisfied as he sat behind his mahogany desk and talked of the efficiency of his advertising campaign and the sales that it had brought for Lantic Sugar. "If it were not for the war we would have had one of the finest cases for the vindication of advertising that you could find," chimed in Advertising Manager Morrow of the Lantic company, who had come in the office and taken a seat nearby. The war rather upset our calculations, don't you know," he added, "but even at that we have a pretty good example."

"We started to advertise before the first grain of sugar left our spouts and we are still advertising," added Mr. Bissell, "and it's likely that we'll continue to advertise." When he said this I was rather sorry, for the moment, that I wasn't selling advertising myself, at that particular moment, for after such statements as the above he could not have refused to sign a contract for a block of advertising, provided the medium had anything at all to commend it.

"Do you think advertising has reduced your sales costs?" I asked Mr. Bissell, adding, "I suppose that is obvious, after what you have said." "Well," was his reply, "look through the advertising columns of

(*Continued on page 565*)

BUSINESS MANAGEMENT

COMMENT AND SUGGESTION ON PROBLEMS OF PRODUCTION FINANCE AND SALES; INVOLVING PRINCIPLES AS WELL AS METHODS

Edited by E. ST. ELMO LEWIS, Astor Court Bldg., 18-20 W. 34th St., New York, U.S.A.

ALL COMMUNICATIONS RELATIVE TO THIS DEPARTMENT SHOULD BE ADDRESSED TO MR. LEWIS. PLEASE USE YOUR BUSINESS LETTER-HEAD. COMMENT ON ANY PHASE OF THE SUBJECTS TREATED IN THIS DEPARTMENT SOLICITED FROM READERS

FINDING YOUR BOSS

BUSINESS men go off half cocked. They have two or three pet aversions. One is a man who isn't tactful and considerate.

Another is a man who doesn't fall in with their plans and schemes.

And finally, the man who is too original, because almost without exception business men confound the original thinker with the theorist.

* * *

Particularly are they prone to error in judging men.

Recently I recommended a certain man for the general managership of a company. The recommendation went before the Board, one member of which was a banker. He asked me a lot of questions about the man's past history and particularly about his record of success.

He had been fired from a position after a heated discussion with his President.

The banker apparently thought he should be further investigated. That discharge was a black mark.

I suggested that the banker do his own investigation.

He set his confidential agency, of which there are several in the Wall Street district, who try to find as much the matter with a man as they can.

They interviewed the president with whom my man had the difference.

The result was a doctor that would have hung a saint. The man had no reputation left—he was a "confidence man," "immoral" and his record was one to be held up to youth as a horrible example.

I knew the story—*both sides of it.* I knew his former employer to be a psalm singing crook, who had divorced his wife to marry one of his stenographers, and that it was from that incident the feud arose between the president and the general manager, because the latter's wife wouldn't receive the second Mrs. President.

So, when the banker came in with his report and smugly suggested that he could not approve of the selection, I went to the mat with him right then and there.

I minced no words.

The company needed that man, and I knew it. I met every issue and fought it out over five weeks. My man was elected and is today doing fine work. Another case of reputation of gossip-made-characters gone wrong.

Strange to say, the banker is today his best friend.

I cite this as a case that is typical. Officials get so used to saying—"Any manager or employee can be replaced" as an argument for the man who wants more money—that they really believe it themselves.

They think they can pick up sales managers, salesmen, advertising men, even foremen, and general managers, at will.

Of course, the statement that they can get what they need on demand is mere piffle.

I have nearly a dozen openings now in my clientage for men who can manage important departments.

I haven't been able to fill them.

Because good men are hard to find, and when found they are hard to sell some of the opportunities, and particularly, some of the bosses they would have to work for.

I can't blame them.

Business is a personal relationship. In its very essence it is a process of gaining an objective with or without the friendly co-operation of others.

* * *

I have a president in mind who has the reputation of being a man breaker. Today—when he wants a sales manager he has to pay $5,000 more a year than almost anyone else in his field.

Another, a factory superintendent, has to pay 25% to 40% more for his assistants because he has the well-earned repute for being a mean and dirty driver. He is the kind of an officer whom the men would shoot in the back in battle.

* * *

I have absolutely no hallucinations or consideration for so-called big men. They are generally the most modest. When I meet a "big" man I know his front is camouflage put up to hide his real proportions.

I shall never forget the interview I had with James J. Hill at the lunch counter in the Pennsylvania station in Philadelphia, that started over a tangle over an order for wheat cakes.

I shall never forget the heart-to-heart talks I've had with Mark Hanna, the interview with Theodore N. Vail, or Thompson, of the B. & O., with Cossott of the Pennsylvania

There is room at the top of every business for the man who goes down to the bottom of things.

—*John O. Powers*

on his stock farm at Chesterbrook near my old home in Berwyn, Pa. Since the friendships formed with Harrington Emerson—and Alvan Macauley, and a host of others.

Men, they were without fuss or feathers.

But when I have to listen to the Bow-wow executives I have a different tale to tell.

Again, there is the Veiled Prophet type who sit behind a desk and listen and never say a word. Most of them are posing—afraid to say anything for fear they will betray themselves. Jar them into speech. Sometimes they become real human, and frequently demonstrate a degree of intelligence you would not think they had.

My dear Manager, select your Boss carefully and with your eyes open. Don't look at the salary alone—don't look at the "opportunity"—if the Boss isn't right there is no opportunity. Take less money and a good Boss, *i.e.* a man who knows his job, a man who knows men, who is fair, square and a human being.

Go into his business pedigree.

Find out how many men he has hired and fired from the job he wants you to fill.

If he has fired a lot—then he is either a bad picker or a poor handler. Either thing says "Stop—look—listen."

* * *

So Few Teachers Can Sell

An old friend of mine—one of the greatest engineers of America—said "I have learned all I know about efficiency from nature, children and women,"—which makes me think again of what the Boy said to me the other night,—"Daddy—does a fellow get a better job if he knows his multiplication table backwards?" I wish it were possible to make teachers understand that boys and girls are thinking in terms of usefulness about their work—and they can't see the use of certain studies—and the student thrives best on the teaching which meets the test of usefulness.

It is rather trite to say that the Standard Oil Company is on its fiftieth birthday, one of the greatest, if not the greatest, business organization which the world has ever known. It certainly has that reputation—deservedly or not—and few there are who will deny it. Ask whom you may and you will be told at once—probably without any personal knowledge of the facts—that the Company must be a marvel of business efficiency.—*A. C. Bedford, Chairman Standard Oil Co. (N.J.)*

A Master of Misinformation

"Why, you know the National Cash Register Company has dropped all the flub-dub about training their salesmen, and just recently they canned all their quota ideas and the statistical studies, and let their local sales managers use their own judgment," said the sales manager triumphantly. For a moment his bluff staggered me. Then I quietly told him he was either honestly stating what was not true, or he was not stating all the facts.

I saw he had made an impression on the Conference, however, and I proposed to get first hand information.

Here is what I got.

Of course the answer silenced that sales manager.

I print this here because we have all too many managers who, relying on gossip and the statements of those who wish their stories were true, become masters of misinformation.

This sales manager wanted to prove that the old inspirational—emotional, rule-of-thumb experience of his methods was the only sure foundation of "practical management." So it was and is—but that is the principal reason why it is not efficient.

So, before you are led to turn down a newer method because it has failed, be sure it has failed—find the facts. Stop accepting hearsay and gossip and particularly the kind that you want to hear.—*E. St. E. L.*

Speaking of National Cash Register Company, it has always been a peculiar thing to me why President Patterson has never been able to do in national periodical advertising the remarkable things which distinguish his other selling and advertising efforts.

The N.C.R. periodical advertising has always been spasmodic in appearance, fragmentary, uncertain and vague in its copy and generally lacking in that power of dominance which anyone who knows Mr. Patterson and understands the possibilities of the N.C.R.—the real strength of its human interest, and the tremendous dramatic possibilities of its history, would naturally expect.

Mr. Patterson has never apparently been properly sold on national advertising. But nevertheless national advertising has a great, new development for even so efficiently organized a sales getting machine as the N.C.R.

Some day he will go to the top of the world and see what national advertising can do for him.

* * *

I wonder if the executives of business understand the Plumb Plan for operating the railroads on a democratic system? I doubt it. Yet even a partial acceptance of its cardinal principles will profoundly affect everyone who travels or ships by rail, or who sells at home or abroad, and everyone who consumes. Propaganda of the Plumb Plan League is going broadcast. A weekly journal, *Railroad Democracy*, has a circulation of one million copies.

Soon both the Democrats and Republican Conventions will have to take a stand on the subject. So far as I know the railroad people, the investors have failed to show a true appreciation of the problem in so far as educating public opinion is concerned.

* * *

"To increase your profit you must decrease your *expense*, and you will only do this through the work which you *impel* people to do, not that which you *compel* them to do."—*Post.*

* * *

It is singular that though there is no lack of those who will predict the future, when the present is concerned—the present that we see and feel,—our opinions about it are in general all bewildered and mistaken; and yet without this acquaintance with the spirit of the age in which we live, whatever our culture, and whatever our opportunities, it is probable that our lives may prove a blunder. The necessity of this knowledge pervades the whole business of life; at times it may not be right to follow it, but there can be no doubt that success in life depends a great deal on comprehending it.—*Disraeli*

Another Great News Service

THE Globe has added to its fine chain of news services, a leased wire connection with the Chicago Tribune and full rights for Ontario to all The Tribune's foreign news.

In combination with a similar leased wire to the New York Times, and the Philadelphia Public Ledger service, The Globe receives exclusively the foreign news of these three great morning papers, as well as that of the London Chronicle and Daily Mail. The Globe receives exclusively in Toronto the cables of the Cross Atlantic News Service, a great international bureau in London.

No stronger combination of cable news services exists on this continent. Imperial Press delegates expressed amazement at its scope.

But The Globe does not stop in its service to the public by giving an unexampled cable service. The news of Canada is of vital interest. The Globe's chain of local correspondents has never had an equal among Canadian Dailies.

Out on the big news trails in Canada you will find Globe men working alone. The East is watching the field crops of the West and East as never before. The Globe's Farm News editor will have travelled over 10 000 miles since April when he returns a few weeks hence from his annual harvest trip through the West. His observations this year have been carried on in all provinces, from Prince Edward Island to British Columbia.

Here in Ontario we are exercised over the Hydro radial problem. Shall we have the the Electric railways, or shall we not? The Globe within the last two months has sent its own investigator to other parts of Canada and to the United States to report on radial railway conditions. The Globe readers know more about radial railways after reading his articles.

When the Michigan Good Roads Tour travelled through Ontario for 900 miles, preaching the gospel of Good Roads and demonstrating the dependable utility of the automobile and the truck, The Globe was the only Canadian Daily represented by a staff man throughout the Tour.

The Globe was FIRST as a Newpaper before it became FIRST as a General Advertising Medium. It continues FIRST as a General Advertising Medium, because it continues FIRST as a Newspaper.

The Globe
TORONTO

Member Audit Bureau of Circulations

W. G. JAFFRAY
President

Wm. FINDLAY
Bus. Mgr.

More than twice the circulation of any other Canadian morning paper which has not used premiums or contests to secure its readers.

UNITED STATES
Verree & Conklin, Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.

CANADA
EASTERN OFFICE
303 McGill Bldg., Montreal, Que.
J. R. Hamilton, Mgr.
WESTERN ONTARIO OFFICE
25 Hughson St. S. Hamilton,
J. P. McBride, Mgr.

GREAT BRITAIN—T. R. Clougher, Royal Colonial Chambers, 17 Craven St., London, W. C.

THE USE OF INSTITUTIONAL ADVERTISING

But with this idea the Company has often been a companion one; the Company's energies have been devoted to securing a monopoly of its business through illegal advantages.

That this view has obtained any general acceptance is due to two reasons; propaganda carried on for years against the Company for political and other reasons by men who hoped to profit by it; and the failure on the part of the Company to make any answer to this propaganda.

Happily this misrepresentation is disappearing. We want the wide world to know not only the work we are doing, but the aims, purposes and ideals behind that work. And as this information has gained currency the power of misrepresentation has waned and the truth is becoming known. I think the public conception of the Standard Oil Company, both official and popular, now grants that a half century of success and service could not have been established upon any other that morally sound foundations.

—*A. C. Bedford, Chairman Standard Oil Co. (N.J.)*
"The Lamp," January, 1920

The Roving Commission Man

I remember a man in a company who operated a good deal like a famous character who until recently has been identified with our national administration. He was an employee without title, he seemed to be a conundrum to the organization, one day he might be observed in the advertising department, sitting there talking to one of the assistants, the next day he was in the factory; then he might be out in the field for several months. On one occasion a report came to me from the general manager, then I found out where the bright sales ideas came from.

This man without a title never appeared in the sales conferences and committees. He was not generally supposed to be interested in sales, but as a matter of fact he had an almost uncanny prescience for knowing the next move in any sales campaign. I learned to know him pretty well outside of business, and I have always considered him one of the biggest assets that organization had, yet he told me that he had absolutely no capacity for executive administration. He looked upon his reports as a purely mental operation, his analysis as being uninteresting after it had been formulated. That general manager knew how to use such a man. The latter once said: "There are lots of things we should know about men, what they think, why things do not work out, where we are overlooking opportunities, details we miss. This man has keen observation, quick appraisal, a nose for facts, penetrating analysis, and a power of formulation. He is our free-lance."

* * *

One of the early stockholders in the Ford Motor Company of Detroit withdrew his $25,000 invested in the company and sunk the money in a gold mine. That same investment, if permitted to rest until now, would have netted him $25,000,000. It is the same old story of looking for gold mines beyond the one that is under your feet.

* * *

Sixteen years ago when the United Drug Company was organized it did a business of $65,000 that year. This year, 1920, it is expected to do $65,000,000. This is an increase in sixteen years of 1,000 per cent., or an average of 60 per cent. a year, and the President, Louis K. Liggett, said recently in a report to the stockholders, "We are out to double our business in the next four years—$125,000,000 in volume is what we should reach in the year 1923. There is only one thing to stop us that we can see; that one thing is the aftermath of all wars—the depression that follows sometimes too high prices and over-expansion, the question of supply and demand. The storerooms of the world have been depleted. The storerooms must be filled; conditions must go back to normal stock, and it will take years of production to do this."

* * *

An Optimist is absolutely sure of a lot of things which may happen. A Peptimist is absolutely sure of a lot of things he is going to *make* happen.

—*Paul Hayden*

Carnegie—Maker of Men

Without being a skilled chemist, or a clever mechanic, or a learned engineer, or even a metallurgist, Andrew Carnegie went into the steel business, and made a huge success of it.

How?

Because he knew how to handle men—because he knew how to enlist the men who were skilled in the arts and had mastered the sciences he lacked.

Because he knew how to get and hold the loyal and enthusiastic support and co-operation of these men, he made them a part of himself.

On this ability alone he built one of the largest steel businesses in the world.

That Carnegie organization and personnel stood unique for its morale and efficiency. And he made 30 millionaires in the making of this unique and successful organization.

And he was proudest of the men he had made, because he saw in his great business only the "lengthened shadow" of the men whom he had picked and encouraged to do their best.

Andrew Carnegie was a great industrial leader.

I wonder how many others have ever read his life story.

* * *

Query About Advertising Costs

"I have a rather interesting question I would like to ask you, Mr. Lewis. To what would you charge advertising like that being done by the Hydraulic Pressed Steel Company of Cleveland, Ohio. The advertising is aimed almost entirely at the labor problem of to day and appears to me to be what is called Institutional advertising.

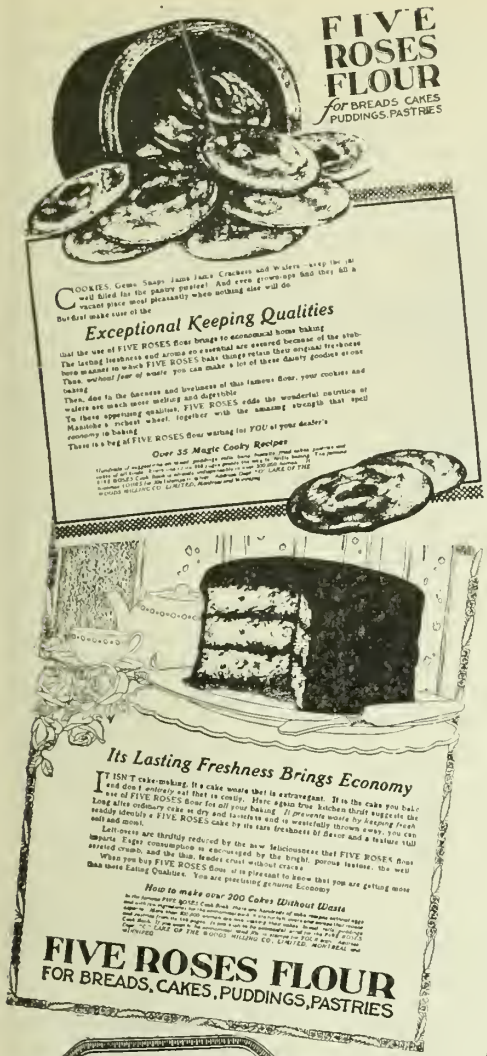
"It certainly should not be charged to the Sales Department because it cannot be properly charged to the distribution of goods. The effect of such advertising is spread over the production department in regard to labor and the financial department's ability to realize on good-will or the standing of the institution with its local public. You might clear this up, as it is the subject of a very interesting discussion at our officer's lunch to-day."

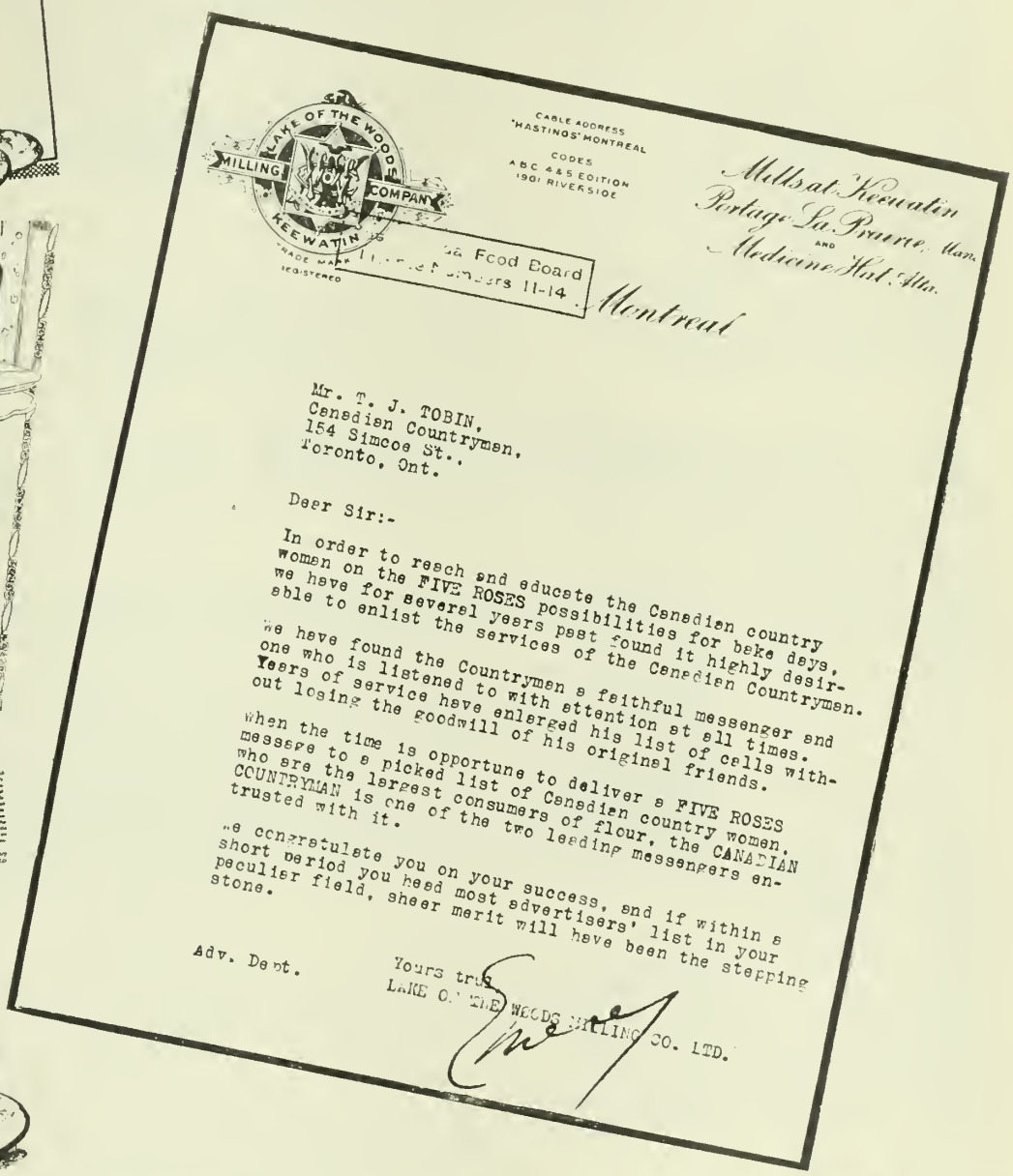
—*Jackson K. Anderson*

ANSWER: Of course, such institutional advertising should not be charged to sales expense. It is my practice to recommend the carrying of several advertising accounts—institution or good-will accounts is one of them, and the advertising as appearing over the name of the Hydraulic Pressed Steel Company should undoubtedly be charged to institutional or good will accounts.

"When the Time is Opportune to deliver a FIVE ROSES Message to a Picked List of Canadian Country Women, who are the largest consumers of Flour, the **CANADIAN COUNTRYMAN** is one of the two Leading Messengers entrusted with it."

Lake of the Woods Milling Co., Ltd.


FIVE ROSES FLOUR
for BREADS, CAKES PUDDINGS, PASTRIES
Exceptional Keeping Qualities
Over 35 Magic Cooky Recipes
Its Lasting Freshness Brings Economy
How to make over 200 Cakes Without Waste
FIVE ROSES FLOUR
FOR BREADS, CAKES, PUDDINGS, PASTRIES


LAKE OF THE WOODS MILLING COMPANY
KEEWATIN
CABLE ADDRESS "HASTINGS" MONTREAL
CODES ABC 4 & 5 EDITION 1901 RIVERSIDE
Mills at Keewatin Portage La Prairie, Man. AND Medicine Hat, Alta.
Montreal
Mr. T. J. TOBIN,
Canadian Countrymen,
154 Simcoe St.,
Toronto, Ont.
Dear Sir:-
In order to reach and educate the Canadian country women on the FIVE ROSES possibilities for bake days, we have for several years past found it highly desirable to enlist the services of the Canadian Countrymen.
We have found the Countryman a faithful messenger and one who is listened to with attention at all times. Years of service have enlarged his list of calls without losing the goodwill of his original friends.
When the time is opportune to deliver a FIVE ROSES message to a picked list of Canadian country women, who are the largest consumers of flour, the CANADIAN COUNTRYMAN is one of the two leading messengers entrusted with it.
We congratulate you on your success, and if within a short period you head most advertisers' list in your peculiar field, sheer merit will have been the stepping stone.
Adv. Dept.
Yours truly,
LAKE OF THE WOODS MILLING CO. LTD.

"Business Management" Department — Edited by E. St. Elmo Lewis

Every Citizen Pays

This, by W. A. Appleton, recently elected, at Amsterdam, president of the International Federation of Labor, is just as applicable in this country as in Great Britain:

"The flooding of mines and the cessation of work on railways destroys wealth and rots food. It is useless to talk of taxing wealth which chicanery and folly have destroyed, or of enjoying food which unreasoning railway men have left to perish. Every man and woman and child in Britain will have to pay for the past and current week's follies, and the poorest will pay most, because they will pay in actual suffering, while the well paid will only incur the disadvantages of straightened circumstances."

* * *

Apply to Sales Campaign

"The whole end and aim of a campaign is to get more sales at a profit.

"Supine inaction and neglect of opportunity deserves severer censure than an error in conception of the choice of means."

—*War Regulations*

* * *

Your Business Too?

"In a business like yours, which isessentially a *selling* business, your field salesmen are at once your strength, and your weakness—your strength insofar as their personal presentation of your goods secures profitable orders; your weakness in proportion as they come to 'own their trade' instead of having the House own it."

—*From a Report.*

* * *

To Roadmen

If you sell a merchant simply because it is to your advantage, to your profit, and not because it is also to his advantage and his profit then you will never succeed adequately as a road salesman, nor represent us in the way in which we expect to be represented.

There is double entry bookkeeping in successful, enduring salesmanship as in business.

You must enable your customer to enter a profit for himself, from his side of the transaction, the purchase, as you must enter one for yourself and for your house from the sale.

Any other point of view in every days work means a days work lost.

—*J. W. Hamilton, St. Paul, Minn.*

* * *

More Pay, More or Less Work?

High wages may promote industry, and then again they may not. It depends upon the man who makes them. A cotton planter, on a visit to New York, expresses views exactly opposite to those of Henry Ford, perhaps because the Detroit man is not raising cotton. Since the colored men have come back from the army, said he, there is no shortage of labor, but it is not productive. Before the war they were obliged to work nearly full time, in order to live. Now, in two or three days a man can earn enough to live on for a week. With a few day's maintenance in his pocket, this class of men, for the rest of the week, are retired capitalists or full blown gentlemen of leisure. Production suffers in consequence.

* * *

Mirabeau hit the nail square on the head when he foresaw that the world was tending toward a time when "There should be no classes in the state but beggars, robbers, and the salaried." Is not that the end of Socialism? There will, of course, be workers, but they will be the salaried workmen of the state. If they do not work, they will have to beg; and the real aristocracy will be the robbers who have too much brains to work for what they know is less than they are worth, and who will, therefore, put their brains to circumventing the whole policy of the state in suppressing brains, initiative, courage, and ability.

* * *

Fortune follows the man who leads.

* * *

The Associations should take warning. The U. S. Department of Justice is going after those organizations which are sending out propaganda to the effect that "prices are going to advance so you should order now." The tailors, ready-made clothing dealers, shoe retailers, have been particularly active in this sort of propaganda. There may be some legitimate basis for it, but one has to look at the profit statement of some manufacturers to find how much it has been overstated. Again, it is prima facie evidence of price agreement among the members of the associations.

* * *

If He Is A Salesman

He must have tact—the ability to deal with different temperaments and get along with all of them.

He must be open-minded and be willing to accept suggestions.

He must have a thorough knowledge of his goods.

He must have enthusiasm. Enthusiasm is to a salesman what a lighted fuse is to a bomb.

He must be sincere. This qualification not only gets business but it also makes friends and holds them, and it is very essential in business to have friends.

He must be loyal. If the salesman is not loyal to his house and his goods he cannot hope to make a success or get the amount of business that he should. If he is not loyal and cannot do something to make him loyal, he is wasting time by staying with the concern he is representing. He is doing not only himself but also his firm a great injustice.—*Hugh Chalmers.*

* * *

I heard Harrington Emerson the other night lecturing to my class in Business Policies at New York University on the subject of "Introducing Efficiency Methods into Industrial Work." One of the most illuminating illustrations of the scientific principle was his process of reducing vast figures and statistical data of the whole railroad property in the United States to one unit represented in one engine and the duties it performed. There is a whole story for the average industrial manager.

* * *

"Reduce expense by increasing the *results per dollar*, of your payroll, not by reducing the dollar *per person*."

—*Fas*

> You may have all the figures that cunning accountants can furnish you; you may have all the facts that the greatest organization of statisticians may formulate for your guidance, you may have graphic charts to plaster all four walls of your office, you may have all the money of all the banks in the world, you may have all of the skiill of the greatest captains of industry, and if you lack one thing, a knowledge of human nature, the power to develop morale of organization, you can never be a success as a leader of an organization.
>
> *E. St. Elmo Lewis*

From Barley To Butterfat—

A REPRESENTATIVE of Farm and Dairy while on the farm of Mr. John Willoughby of Smith Falls, a big dairy farmer and breeder of Holsteins, picked from a seventeen acre field of barley, a single head bearing 107 kernels.

That of course was one of the best ones. But the average yield per head from 60 to 80 grains. As each grain of barley planted stools out to produce from 1 to 5 heads, there would be from each kernel seeded a probable yield of from 60 to 500 fold. If sold as grain that field would return Willoughby over $600.00. His herd will make it worth much more as milk and butter.

Farmers in Ontario have just harvested one of the greatest yielding crops in their history. The grain is of finest quality.

Like in the case of Mr. Willoughby, the yield have been heaviest in the dairy sections. There, more manure is available from the large herds. The soil is in better fertility from year to year—and yields accordingly. That explains one reason why dairy farmers are invariably prosperous. They are able to keep their farms in good heart.

In his survey of Ontario, Prof. Leitch of the Ontario Agricultural College, found that per 100 acres, the dairy farmer averages a much higher income than any other class outside the fruit districts.

So too, have big business firms found by experience, that the dairy sections are heavier buyers of everything that the farm and home needs—from wire fencing to gramaphones. This year, their business will be more than unusually desirable. They will buy the goods they know best.

Get your message across and you will get their business.

FARM AND DAIRY

Canada's National Dairy Magazine

PETERBORO A.B.C. Member—One of the first ONTARIO

"Business Management" Department — *Edited by E. St. Elmo Lewis*

KNOEPPEL—INDUSTRIAL PUBLICIST

It was ten years ago that I met C. E. Knoeppel. He was developing then as an industrial engineer, in the days when the industrial engineer as a specialist was considered a good deal of a fakir. Knoeppel made good in so many ways for his clients that his business grew.

Changes brought us together in the task of reorganizing an industrial plant. He made good.

He came to New York and gathered about himself a group of men with ideals similar to his own.

To-day he has one of the largest and most successful engineering staffs in the country.

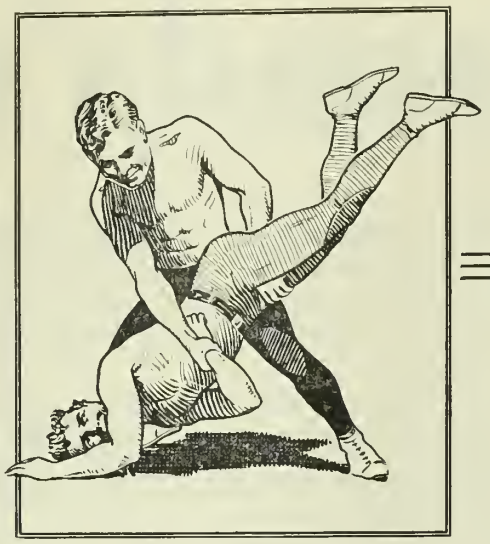
Knoeppel is a student and a keen observer of industrial affairs.

This, joined to an unusual talent for expression, has caused him to write some of the standard works on organization, management and the technique of control.

He goes beyond that, however, to do original thinking on industrial economics. His genius for formulation is well shown in the accompanying chart—"The Laws of Industrial Organization."—E. St. E. L.

THE LAWS OF INDUSTRIAL ORGANIZATION

LAW OF ORGANIZATION	INDUSTRIAL UNIT	INDUSTRY AS A WHOLE
Objective	Working up a tentative plan with reference to the ultimate development desired.	**To each person, life, liberty, and the pursuit of happiness in industry, representation and the consent of the governed in industrial affairs, that we may have real "Industrial Democracy."**
Greatest Complication	The determination of the most complicated phases of the objective.	Proper industrial education for workers, employers and the public at large.
Concentration	Placing in each division of a business all of the factors which effect the performance of its own function.	Management as the co-ordinator of capital and labor, using industrial engineering as staff advice, will take its true position as educator and director of industrial affairs, when it eliminates the fallacies; 1. That it is boss. 2. That labor is a commodity. 3. That it is only accountable to capital. and substitutes as its platform of education and direction, one based on **service work and thrift.**
Individualism	Placing in the hands of one man, most competent to handle the work, one or more functions or details of a business.	The human through the instinct of self-preservation, and the gifts of re-creation and self-expression, created in the image of the Almighty, must be given the opportunity to express the divine purpose to the best advantage for his own good and that of his fellows.
Mental Capacity	Dividing work in an organization, with reference to the knowledge and ability that will be required of a man in charge of one or more functions or details of a business.	Arranging work in industry so as to induce through proper incentives, the interest, effort and willingness on the part of the workers—no two being alike—by recognizing that powers of body and mind are only developed through constant use and that man develops in proportion as he is given opportunity and responsibility.
Specialization	Dividing work so that a man may operate in limited fields rather than cover many diversified fields, in order that a few things may be done well rather than a large number superficially.	Arousing our people to the fullest realization that industry is the foundation of our civilized existence; bringing home to them a fuller sense of their obligation in making industry a mechanism of service in supplying the wants of mankind; educating them to see that our ideals and institutions will be safeguarded, preserved and perpetuated only as we both preach and practice efficiency; convincing them that to be successful industry must be profitable and that to be profitable people must work and save to both safeguard present investments as well as maintain a steady flow of money for new investments in industry; finally driving home the truth that only as industry is efficient in production and distribution will the people be prosperous and participate fully in the results of "Industry Efficient."
Responsibility	Holding a man responsible for the total proven results he secures in his division or work and not for the details or the methods that he uses in securing these results.	Taking steps to organize the engineers and the conservative employers and workers of the country so that a common purpose, national in scope, with industrial efficiency as its objective can be given expression and efficient action, through one of the great political parties or by a new party to be made up of those who are in accord with the new ideals of the day, in order that responsibility may be placed where it properly belongs—in the hands of elected representatives of the people.
Permanency	Training men to fill other positions than their own and providing for understudies so that changes in an organization may easily be made without disruption.	Arranging for a better training of industrial executives so that they may direct business affairs more efficiently; giving the workers a better insight into the problems and difficulties of management, as well as a better conception of their relation to industry; putting in office as representatives of the people, men whose training along commercial and industrial lines has been such as to give them a true conception of the problems of the day, as well as to enable them to discharge their duties in a competent manner with reference to the interests of capital, labor and the public, that the results of efficiency may be permanent.
Cross Fertilization	Giving each pivotal man in an organization some opportunity during the year to know the methods of the departments his work influences mostly and of the departments which influence his work, as well as giving men different things to do to avoid monotony	Providing such mechanisms in our industrial life, in the way of industrial courts or tribunals or industrial representation plans within the industries, or both as to provide a common ground for contact and discussion of mutual interests between workers and employers and representatives of the people.
Relationship and Instructions	Providing a man with a clear cut conception of the relationship existing between himself and those he is associated with, as well as with a written outline of duties, functions, responsibilities, results expected and methods affecting his work, or instructions covering his work.	Placing before the people of the country the kind of fundamental information and statistics along commercial and industrial lines, in both written and graph form, as will acquaint them with the results of Industrial and Commercial activities, that proper relationships may be fostered and the results of co-ordinated knowledge used in forecasting future tendencies.
Personnel	Analyzing the requirements of given positions and finding men whose qualifications match the given requirements	Arranging in industrial and governmental activities to secure a much better conception than is usually the case, of the requirements needed for definite tasks, and then taking steps to locate those individuals whose qualifications match the given requirements, in order that competency may be given more attention in our efforts as a people to secure efficiency from industry and our government
Staff and Conferences	Creating an analytical and advisory body in an organization to co-operate with the executive, as well as conference plan to make it difficult to determine where staff advice ends and line acceptance begins	Placing in prominent positions, in both industry and the Government, trained specialists who can act in staff and advisory capacities in bringing to bear on given problems the most expert advice necessary to secure maximum results.



A Good Hold

THE man on the mat is an expert in developing opportunities. His aim is to obtain a hold that will assure victory—once he gets that hold all his energy and thought is directed to applying it successfully.

On the big mat of the open market you must get that same good hold if you are to show up in the list of winners.

In the Western Canada farming field, the semi-monthly Nor-'West Farmer gives you a hold that is well worth keeping. It has the confidence of its readers, because its editors talk as farmer to farmer—they are practical experts.

The Nor'-West Farmer holds the farmers' interest in an effective way. It has for years given him special service by supplying accurate information direct by mail on any question submitted. This feature grew to such proportions that the Subscribers Service Bureau was inaugurated with an efficient staff and now handles over 12,000 inquiries a year on every conceivable farming subject.

Get a winning hold through a live farming paper.

Published to Promote Good Farming

Ask any Agent or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

Member A.B.C.

WINNIPEG CANADA

Toronto
J. B. RATHBONE
95 King St. East

Montreal
J. B. RATHBONE
315 Transportation Bldg.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
381 Fourth Ave., New York, N.Y.

Fifty Years of Progress

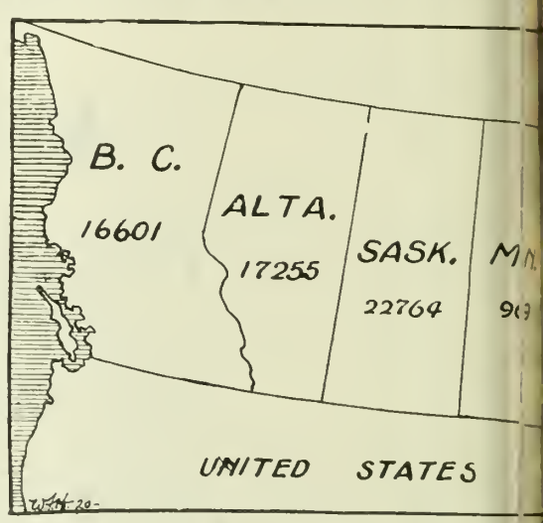
Canada's Natio

"Different"—Readers and advertisers alike agree that the Family Herald and Wee Star is different from all other Canadian farm journals. Its horizon does not stop provincial boundaries. Its distribution is national because its appeal is national. Family Herald and Weekly Star is as popular in the newly settled communities of Western prairies as in the older East, where three generations have been brought up on

Close to the People—The Family Herald and Weekly Star gets close to the r people. For fifty years it has been their trusted friend and wise counsellor. Ne pretentious, always sanely progressive, the Family Herald and Weekly Star renders to subscribers the utmost in service.

Edited by Experts—Predominently a farm paper, the Family Herald and Weekly Star retains the service of the foremost authorities in various branches of agriculture as special contributors and advisors, in addition to its permanent staff of experts. The powerful influence which this one journal exerts on agricultural development in every province of Canada, carries with it a great responsibility which can only be shouldered by Canada's best agricultural talent.

Here is a partial list of special contributors who are acknowledged authorities in the various departments.



Map showing net paid circulatio

Dr. Shutt, Dominion Chemist, Ottawa.
W. T. Macoun, Dominion Horticulturist, Ottawa.
F. C. Elford, Dominion Poultryman, Ottawa.
Prof. W. Lockhead, Macdonald Agricultural College, Quebec.
Prof. M. Cumming, Agricultural College, Truro, N.S.
Prof. J. Bracken, Principal Manitoba Agricultural College.
Prof. T. J. Harrison, Manitoba Agricultural College.
Prof. G. H. Cutler, Alberta Agricultural College.
J. A. McCaig, Dept. of Agriculture, Edmonton.
W. D. Albright, Peace River Experimental Farm.
Prof. H. H. Dean, Ontario Agriculturial College, Guelph.
Prof. T. G. Bunting, Macdonald Agricultural College Quebec.
J. A. Starrack, Farm Mechanics, Macdonald Agricultural Colle Quebec.
Robson Black, Sec. Forestry Association, Ottawa.
Geo. Gatho, Dept. of Agriculture, Winnipeg.
A. J. Campbell, Dept. of Agriculture, Halifax.
A. B. Clarke, Live Stock Expert, Toronto.
F. E. Ellis, Dairy Expert and Farmer, Peterboro.
W. W. Hubbard, Experimental Farm, Fredericton, N.B.
Prof. Robt. Harcourt, Ontario Agricultural College, Guelph.
F. C. Nannick, Commission of Conservation, Ottawa.
Dr. J. H. Reid Vetinary, Ontario Agricultural College, Guelph
F. W. L. Sladen, Experimental Farm, Ottawa.

Home Features—In catering to its great army of readers, the Family Herald a Weekly Star has never lost sight of the fact that "where there's a farm there's a hom The farmer is not always thinking of pigs and potatoes nor is the mind of his wife tied do to churns and chickens. They have a thousand interests in house and home and childr These interests are fed and nurtured and guided by the home features in the Family Her and Weekly Star, which include good Fiction, Education, Travel and Adventure, Quest

The Family Herald and

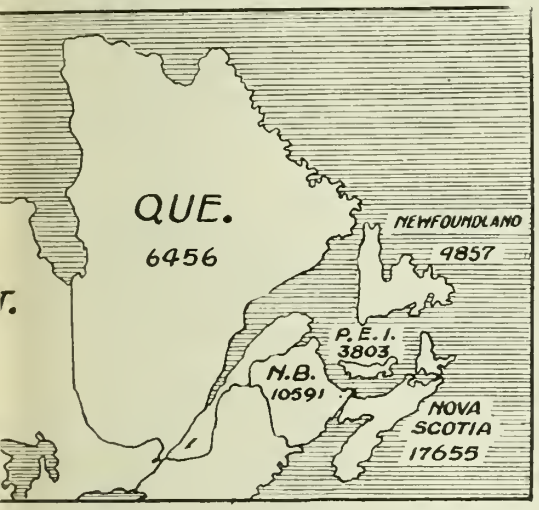
Branch Offices: New York, Chic

the Farmers of Canada

l Farm Journal

ureau, Boys and Girls Clubs, the Housewife, the Hostess, Needlework, Mother and Baby, ews from the World Over, Commercial and Financial Section, Science and Invention, amera Club, Natural History Club, Music Club, etc. This complete farm journal is ad with equal interest by every member of the family.

Uniform Distribution—The one bigoutstanding feature of the Family Herald and Weekly Star's circulation—apart from its immense volume—is its uniform distribution om coast to coast. No other Canadian journal enjoys such universal popularity. xcepting the French farming communities of Quebec, every nook and corner of every province has its quota of influential subscribers to the Family Herald and Weekly Star. Eighty-two per cent. of the subscribers are farmers. The remainder, while not actually engaged in farming, are closely associated with farm life.



rald and Weekly Star by provinces

The Only National Medium—The circulation of the Family Herald and Weekly Star practically parallels the distribution of farm population and farm wealth in Canada. It is the *only* national farm journal in the Dominion. Its circulation in Canada is double that of any other farm journal. Latest A. B. C. statement (six months ending, June 1920) shows an average net paid circulation of 156,385 weekly.

Manufacturers and distributors who are interested the sale of nationally advertised goods look upon the Family Herald and Weekly Star as e greatest single force in Canada for creating consumer demand, enlisting the support of untry merchants and ensuring speedy and universal distribution of any product suited to e rural market.

ow Rates—In addition to the largest circulation in Canada, the Family Herald and Weekly Star offer advertisers exceedingly low rates for advertising.

ENTIRE EDITION:	Present rate:	40 cents per line.
	Rate Oct. 1st, 1920:	50 cents per line.
EASTERN DIVISION ONLY: covering Ontario, Quebec, Maritime Provinces and Newfoundland	Present rate:	25 cents per line.
	Rate Oct. 1st, 1920:	30 cents per line.
WESTERN DIVISION ONLY: covering Manitoba, Saskatchewan, Alberta and British Columbia	Present rate:	25 cents per line.
	Rate Oct. 1st, 1920:	30 cents per line.

or specimen copies, or further information regarding rates, etc., apply to the Advertising Manager.

Weekly Star

MONTREAL, CANADA

onto, Winnipeg, London, England

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XIV, No. 12 SEPTEMBER 15th, 1920

More than Mere Purchasing Agent

The advertising manager should be more interested in what he gets than in what he pays.

In this respect he differs from the purchasing agent whose chief concern is to buy supplies of the required standard at the lowest possible price. But standards of advertising value involve many more variables than do the general run of "supplies." The least expensive space may be no good, even if filled with the best of copy. The highest-priced space may be a good buy, even if filled with ordinary copy.

The advertising man's chief value lies in making the advertising profitable. The keen bargainer for space is too likely to magnify the small end of his job.

* * *

Discrediting Protection

Tariff-protection, as defended before the public, is for the purpose of enabling home industries to "get on their feet." "But," argues the free trade advocate, "protected industries never seem to get on their feet. The tariff does not seem to have enabled our manufacturers to *build up* Canadian industry. Can you say that a business has been built up which has to be *held up?* If all our important industries are doomed to be wiped out by a removal or a reduction of the tariff, then it means that protection over a period of years has not been taken advantage of, as an opportunity to build and gain strength, but has, instead, in too many instances encouraged our manufacturers to loaf on their job, protected against competition that would make them hustle. It has not developed staying qualities. Protected against the necessity for aggressiveness, they have drifted into habits of ease. Progress and improvement in industry, as in individuals, requires resistance—something to work against. Protection, trade agreements and other means of stifling competition, also stifle initiative and tend to make our manufacturing industries satisfied with minimum effort."

There was more said along the same lines, all arguing the psychological rather than the economic effects of tariff protection as a policy. It sounded like strong argument against too much protection. There's no doubt that the average business needs a stimulant to continuous effort toward higher efficiency. One doesn't learn to swim with a life-preserver or water-wings. It is when a man throws himself into his work with a sink-or-swim determination that he displays powers and develops strength unknown to himself or his friends.

The reason sons of self-made men so seldom show the qualities of their fathers is that they are protected. The fathers "carry" them in business. They do not have to struggle or draw on their reserve powers—and saved the necessity of exerting themselves they stagnate. They need protection to survive—because they have not taken advantage of it in their formative stage to develop strength and ability to stand on their own legs.

Doubtless this is true of many Canadian manufacturers who have failed to build into their businesses the strength which would enable them some day to get along with less or no tariff-protection. But this is not an argument against protection, so much as it is a warning against this tendency to minimum effort, lacking the necessity for strenuous exertion.

The Canadian manufacturer who is not endeavoring by all the means in his power to strengthen his hold on the Canadian market is not taking advantage of his protection in the right way. He is discrediting the protective policy—and providing most convincing argument for those who oppose the tariff.

There is too much of a tendency to regard the tariff as a fence that keeps enterprising and energetic neighbors from coming over to cultivate our fields. Probably if we were busier cultivating our home field, trade opportunities would not look so inviting to the outsider. If you rely on the tariff to give you a price-advantage which should force Canadians to buy your goods you are failing in the things that will "build up Canadian industry." The shoe manufacturers have learned, for example, that the public's preference for American shoes is not overcome with lower prices. Many other American products enjoy a large sale in Canada, despite the competition of Canadian products at lower prices. If the Canadian-made article is not more highly-esteemed probably it is because the Canadian manufacturer has relied too much on protection and price to make the trade come to him. More "going-after" trade would add both to his reputation and his business.

Do these manufacturers figure that they will have protection only so long as they need it? If so, we believe their business methods are only inviting the day of rude awakening. They are doing more than anything else to discredit the tariff policy.

* * *

The use of price as the only argument to sell concedes the mediocrity of the goods or inability to get the right price.

* * *

You can bet on the success of the business man who is popular with his salesmen, clerks and workmen.

HARD TIMES TALK NOT WARRANTED

Readjustment means harder selling, but underlying conditions are sound and brisk business seems assured those who are prepared to cater to the buyer's mood. Canada still buying freely both at home and abroad.

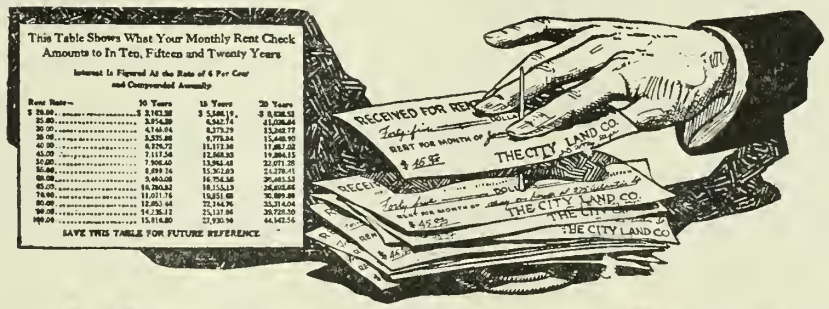
AT the present time practically all branches of business in Canada are passing through an era of dullness. Buying as a rule is restricted to within very narrow limits, and merchants are adopting a cautious policy in the face of these conditions. But while this is so, it is far from being an indication of serious conditions. Indeed it is questionable if for a long time business has been in as satisfactory a position as it is at the present time. The dullness in trading is by no means due to any money shortage, but to the very general feeling that is growing in certainty with every passing day, that the peak of prices has been reached, and that recessions are within the realm of immediate probability.

The whole tendency for months past has been for the retailer to clean up his stocks, till at the present time, in a wide range of businesses, these stocks have been reduced to the narrowest level of day to day needs. What applies to the retailer applies almost equally well to the wholesaler. Stocks are lighter than they have been for years, and for the moment are being maintained in that condition. The first tendency toward an appreciable reduction in prices will unquestionably mean a return to the basis of buying of former times, for as has been stated the cessation, while in a measure due to tightening credits, is more largely a result of a general public opinion that the purchaser is being asked to pay more than the goods are worth.

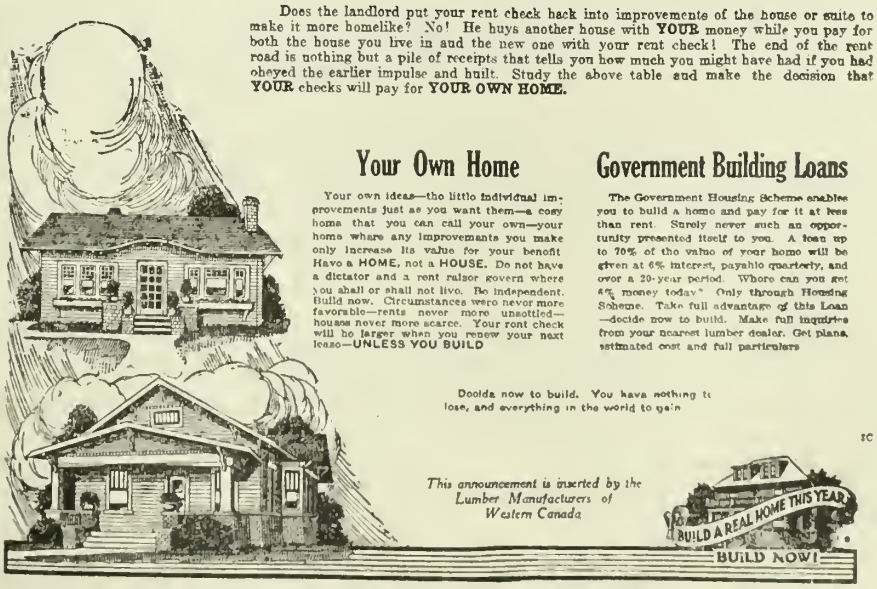
Moreover, signs are not wanting that there is some truth in this impression, for unquestionably there is a marked tendency to lower prices. This is of course in a measure at least an effort to stimulate present business, but it is fairly certain that even so this business is not being done at a loss. Raw materials are declining in price, and the public is probably right in its impression that these declines have not been passed along to the consumer as rapidly as they should have been. During the war years many industries have allowed themselves substantial profits, on the contention that they would eventually have to face a declining market where the cost of raw materials would be relatively higher than the selling price. Such an era has arrived, and if the producer has to market his product at a narrower margin of profit, this narrower margin is still offset by the substantial profits of former years.

Unquestionably these conditions may have fallen somewhat heavily on special industries. At the present time probably the woolen and boot and shoe industries are bearing the brunt. In the latter instance many factories have closed down because of the buyer's refusal to place orders for Fall delivery at existing prices. While the clothing manufacturers and other businesses dealing in woolens are faced with somewhat similar conditions, they have found at least a measure of demand, and have adopted the policy of reducing prices to some extent at least. It would appear self-evident that a compromise that would mean a general lowering of prices can be the only factor that will assure a revival of brisk business conditions. If not too severe this will entail no great hardship, and indeed the sooner such a movement begins the less likely it is that it will reach any serious proportions.

There are marked indications of declines in other lines. The break in the grain market has meant an easier tone in flour and cereals, and evidences of still further declines are not wanting. Sugar that has been steadily advancing for months past has reached the top and has begun its downward course. There are large stocks at present in refiners' hands that were based on comparatively inexpensive raws, and the fevered demand has ceased. On the


This Table Shows What Your Monthly Rent Check Amounts to In Ten, Fifteen and Twenty Years
Interest Is Figured At the Rate of 6 Per Cent and Compounded Annually
SAVE THIS TABLE FOR FUTURE REFERENCE
RECEIVED FOR RENT
THE CITY LAND CO.

Make Your Rent Checks Buy Your Home!



Does the landlord put your rent check back into improvements of the house or suite to make it more homelike? No! He buys another house with **YOUR** money while you pay for both the house you live in and the new one with your rent check! The end of the rent road is nothing but a pile of receipts that tells you how much you might have had if you had obeyed the earlier impulse and built. Study the above table and make the decision that **YOUR** checks will pay for **YOUR OWN HOME.**

Your Own Home

Your own ideas—the little individual improvements just as you want them—a cosy home that you can call your own—your home where any improvements you make only increase its value for your benefit. Have a **HOME**, not a **HOUSE.** Do not have a dictator and a rent raiser govern where you shall or shall not live. Be independent. Build now. Circumstances were never more favorable—rents never more unsettled—houses never more scarce. Your rent check will be larger when you renew your next lease—**UNLESS YOU BUILD**

Government Building Loans

The Government Housing Scheme enables you to build a home and pay for it at less than rent. Surely never such an opportunity presented itself to you. A loan up to 70% of the value of your home will be given at 6% interest, payable quarterly, and over a 20-year period. Where can you get 4% money today? Only through Housing Scheme. Take full advantage of this Loan—decide now to build. Make full inquiries from your nearest lumber dealer. Get plans, estimated cost and full particulars

Decide now to build. You have nothing to lose, and everything in the world to gain

This announcement is inserted by the Lumber Manufacturers of Western Canada

BUILD A REAL HOME THIS YEAR

BUILD NOW!

How Western Canadian lumber and building interests are "doing their bit" to meet the serious house shortage. One of a series of advertisements run as a co-operative campaign in Western dailies and farm journals—an example which might well be emulated by building interests in other parts of Canada and the United States. The situation calls for it. Why do so many firms wait for business to come to them?

whole continent supply is well abreast of the current need. It has been a case where the price has killed the demand. At a time when sugar consumption is usually at the maximum, it has declined below normal. A temporary condition, but one that will be instrumental not only in reducing the cost of this commodity but will have a sympathetic effect in reducing a wide number of others as well

The retail clothing business is still passing through an era of sales, calculated to lower stocks and create business. Business thus created is not as a rule of a very profitable order, but the fact that stocks are being reduced is a promise of better conditions in this as in other businesses. The carrying charges on the excess stocks has been one of the serious factors in many a business during the past year, and at least the retailer is rapidly freeing himself from that nightmare.

Hardware Trade Brisk

In the hardware trade there is a very different state of affairs. There continues to be a very strong market and very little indication of possible declines Sharp advances indeed have been registered in various hardware lines in the past month in some instances as high as 25 per cent The chief difficulty continues to be caused by the shortage of steel It is impossible to get delivery, though there are reports of enormous reserves at the Pittsburg mills It is not merely a matter of freight, though that is certainly a contributing factor, but manufacturers who have been desperately in need of steel have gone so far as to send trucks to the mills at Pittsburgh to obtain supplies and then have been unable to secure them. Despite this fact the trade reports a very satisfactory volume of business showing.

In the drug business there is a generally dull market following on optimistic reports from primary markets.

So much then for the conditions in the particular trades. If any evidence is needed that the conditions outlined do not indicate the possibility of hard times it is to be found in the fact that despite these conditions business continues with no increase in business casualties, but rather the reverse. There has been a very pronounced tendency also for manufacturers in many lines to increase the size of their plants thus demonstrating a very sound faith in the future.

Basic Conditions Assuring

But behind all the assurance that is evidenced in the future lies the essential fact that Canada is primarily an agricultural country, and that while she is not facing at the present time a record crop, she is at least blessed with one of very satisfactory proportions, and one fortunately also that is going to grade higher than anything that has been known for years past. Already this crop is moving toward the seaboard, and there will be a steady stream of wheat that means the lifeblood of business. Fortunately Canada is in a better condition to handle the crop than its neighbors across the line, who are facing a very serious situation owing to the car shortage. Canada is fairly well provided in this regard, and the crop will move forward without interruption.

The decontrol of wheat will bring about a different situation from that which has prevailed in the control years. The business goes back into the hands of those by whom it was formerly conducted. It will not be on a long credit basis as was the business conducted under the Wheat Board Control. The present crop must be practically marketed for cash, because private distributing agencies cannot finance the business on a credit basis. This may mean selling at a slightly lower rate, but it will mean also money brought quickly into circulation, and money brought into circulation from outside sources, for Canada consumes only a small fraction of her own wheat. Just what effect this will have on the exchange situation it is impossible to say, but the effect cannot but be advantageous.

With the prospect of a substantial return for its wheat crop, even if that return is not as high proportionately as during the past year, and with the farmer already in an unusually satisfactory financial situation, owing to the recent distribution on the wheat certificates, and with the very strong probability of a fairly general decline in many commodities, there is little doubt that there will develop in the not very distant future a very brisk business movement. Money while tight at the present time can not be said to be actually short. It is in keen demand, and the necessity for providing for the financing of the coming wheat crop, and the payment of wheat certificates, has inclined the banks toward a policy of restricting

(*Continued on page 554*)

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR AUGUST

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
	AUGUST 1920					AUGUST 1919		
Maclean's	2	700	41,770	877	61	30,212	1,150	45
Canadian Home Journal	1	800	21,800	1,052	28½	16,495	478	21¼
Western Home Monthly	1	720	18,801	1,075	28	10,080	2,020	17
Everywoman's World	1	800	11,353	1,693	20	13,641	1,291	18½
Canadian Courier	2	728	13,527	560	19½	20,931	662	29½
Canadian Magazine	1	224	12,175	1,351	60	10,817	406	50
World Wide	1	636	6,189	221	10	7,083	—	11

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR AUGUST

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total	Grand Total
	AUGUST 1920						AUG. 1919
Grain Growers Guide	1	720	49,339	1,025	520	50,884	70,493
Nor'West Farmer	2	720	43,322	1,110	336	44,768	46,270
Farmers Advocate (London)	1	720	40,907	6,058	—	46,965	57,906
Farmers Advocate (Winnipeg)	1	720	40,128	651	156	41,235	51,086
Canadian Countryman	1	700	38,772	2,839	288	41,899	x42,232
Farm & Ranch Review	2	720	30,936	752	608	32,296	31,131
Farmers' Magazine	2	700	28,716	7,187	37	35,070	26,076
Canadian Farm*	8	792	23,523	7,100	1,927	32,550	23,829
Farm & Dairy	1	700	20,350	2,503	288	23,141	31,677
United Farmers Guide	1	720	18,466	1,522	—	19,988	not issued
Maritime Farmer	2	672	14,911	1,505	883	17,419	18,870
Farmer's Sun	8	2,100	63,841	1,744	761	66,339	not checked
Ottawa Farm Journal	9	2,432	69,380	1,765	2,351	61,499	74,119
Family Herald & Weekly Star	1	940	55,159	115	2,130	57,104	55,908
Farm & Home	1	1,025	49,123	361	870	50,357	not checked
Free Press Prairie Farmer	1	1,180	27,325	—	1,855	32,180	31,095
Montreal Weekly Witness	5	2,100	11,723		3,208	14,931	10,379

*Includes Mail week Supplement x—5 issues

$81,000,000 Will be Earned This Year by BRITISH COLUMBIA FARMERS

You can share in their prosperity if your effort is directed through the proper channels. In going after British Columbia business bear in mind the following facts:

1. 50% of the Province's population is rural.
2. Rural B.C. covers 228,000 square miles.
3. Has 1,700 communities composed of 8 to 500 families. Served by over 1,000 registered post offices.
4. Estimated number of farms and ranches (from small berry, poultry or fruit ranches to the great Chilcoten cattle ranges) 30,000—new home-seekers coming by the thousands
5. Until FARM and HOME entered the field British Columbia had no farm paper which really reached the big and rapidly growing farming population.
6. Four out of five farm families in British Columbia read FARM AND HOME from cover to cover with marked interest each week.

It is because so many advertisers are waking up to the importance of the British Columbia farm field—growing more important every month—that the volume of advertising in FARM and HOME is placing it with the leaders among Canada's farm journals.

Farm and Home

The British Columbia Farmers' Own Farm Paper

Member A. B. C.

Over 23,000 circulation weekly, distributed through 881 post offices—every nook and corner covered—FARM AND HOME dominates in the rural field—its influence is vital.

Write us for rates and full particulars. Also straight facts from advertisers proving conclusively the pulling power of FARM and HOME.

EASTERN REPRESENTATIVES:
TORONTO—F. W. Thompson, 402 Lumsden Building
MONTREAL—Owen & Calder, 22 St. John Street
CHICAGO—I. S. Wallis & Son, 1-43 First National Bank Building

Published Weekly at
137 Pender Street West
VANCOUVER, B.C.

Selling to Canada's Faste

Keeping Pace With Border Cities Development

Following representations from a large number of citizens of the Border Cities (Ford, Walkerville, Windsor, Sandwich and Ojibway), which heretofore have been wholly dependent upon the Detroit morning papers for their early morning news, the management of The Border Cities Star has established a morning paper—The Border Cities Sun.

The Sun is a complete morning newspaper carrying the full leased wire service of the Canadian Press together with numerous supplementary news services. Its market and financial section compares favorably with the largest morning papers.

While The Border Cities Star goes into every home in the Border Cities each evening, it has been impossible with an evening paper to reach all out-of-town readers on the day of publication. The Sun will be delivered on all rural routes in Western Ontario within a few hours of its publication.

Local advertisers have been quick to appreciate the advantage offered of reaching a greatly increased number of rural readers.

The Sun will be an independent, progressive newspaper and will shortly be as strong in the morning field as is The Star in the evening.

THE BORDER CITIES SUN

Western Ontario's Leading D

WINDSOR

Under th
and

The Saskatoon Daily Sta

rowing Industrial Centre

Making Advertising 100 Per Cent. Productive

Some months ago The Border Cities Star instituted a "Merchandising Service Department" as a means of making more productive the national advertising which was appearing in The Star's columns.

Recently an independent investigator, who has been trained in such work, was brought in for the purpose of gathering detailed information as to the sale and distribution of advertised goods in The Star's territory. His reports embrace every store in the community and cover almost all trade marked advertised goods sold in Western Ontario.

We now have on file complete information as to the distribution of almost every advertised line sold in the Border Cities and Essex Country. In many instances we are in a position to offer suggestions that will materially increase sales in this territory.

If you are interested in reaching more thoroughly this most rapidly growing industrial section in all of Canada we shall be glad to serve you.

Just two years ago The Border Cities Star succeeded the Windsor Record which was at that time selling at $1.00 a year by carrier and $3.00 a year by mail. By publishing each day a better paper than its readers expected to receive, The Star in eighteen months increased its rate by carrier from $4.00 to $7.80 per year and at the same time increased its paid circulation from 6,000 to 16,000 daily, an increase unparalled in Canada.

The Border Cities Star

Newspapers, W. F. Herman, Prop.

ONTARIO

Farm Readers of the Grain Growers' Guide will have over 333 million dollars of

Western Canada's BILLION DOLLAR CROP!

A conservative estimate of this year's **wheat** crop is 250 million bushels—worth five hundred million dollars.

Other grains such as oats, barley, rye, flax, etc., are worth another half billion dollars.

The West's BILLION DOLLAR CROP equally divided among the 218,563 prairie farm homes would give each over $4,575.

If the 75,000 prairie farm subscribers of the Grain Growers' Guide were only **average** farmers, their crop return would total

$343,125,000.00

The 75,000 farm subscribers of the Grain Growers' Guide are more than **average** farmers. They constitute the most easily influenced market at your command. They are the Organized Farmers of Western Canada, and the Grain Growers' Guide is their own official publication, owned and controlled by them.

Ask you Advertising Agency about the wonderful influence the Guide has in Western Canada or give us an opportunity to show you what "Guide" service can accomplish for you.

The
Grain Growers' Guide
WINNIPEG

Advertising Offices also at:
1478 Broadway, NEW YORK 53 Yonge St., TORONTO

credits in other lines. This factor has led to some sharp breaks in the stock market where speculative buying has been in progress on a large scale for some time past. At the present time the banks are refusing funds for such operations, and this fact has led in some quarters to an impression that there was a money shortage. It was rather however, due to the fact that the banks, concluding that this type of speculation was being carried in many cases to dangerous lengths, have adopted a uniform policy of refusing loans for such purposes, as the surest and safest way of curbing this dangerous tendency. Plenty of money is available to handle the present crop and when this crop has been marketed and the money finds its way into the producers' hands there will assuredly arise a condition of something more than average prosperity in the rural sections, which will unquestionably react on the urban population.

For all that, there has been a tendency to restrict buying of essential commodities with the hope that they will be reduced, and probably with the intention of helping this tendency, there is no evident that this is in any way a result of hard times. Despite an increased war tax, there are, for instance, more automobiles being bought than ever, and the same is true of other luxury lines. Moreover despite a fairly generally advertised "Buy at Home" campaign, Canadians continue to increase their purchases from abroad, especially from the United States, over their buyings of past years.

The record of imports and exports for the year ending July 31st shows import figures totalling $1,253,191,735 as compared with $870,850,691, in 1919, and $911,885,191, in 1918. Nor was any of this increase represented by advancing coal prices of which Canada is such a large buyer. While she has paid considerably more for anthracite coal, she has made a saving of almost an equal amount on bituminous, so that the difference is in reality a result of the buying of more general lines. True enough her exports have not increased in the same proportion, but in view of the fact that the exports of the past few years were appreciably enlarged by war business this was not to be expected. The figures are however indicative of the fact that Canada is buying freely, both at home and abroad. There is not, certainly at the present time, the slightest indication that Canada is approaching a period of hard times, while such indications as there are would rather suggest a movement in the other direction.

The Canadian Market Pre-Eminent—

The Canadian market of to-day merits the consideration of every firm and individual producing things to sell, whether at home or abroad. The growth and the expansion of the Canadian market are astonishing. The Canadian market of the future promises to be one of the most important markets in the world.

Consider These Facts:—Canada has 739,765 farms valued in 1917 at $6,830,145,000.

In 1919 Canada produced field crops valued at $1,448,153,500.—$165.00 worth of produce for every man, woman and child in Canada.

Only thirty-four million of Canada's three hundred and fifty-eight million acres of tillable land, (less than one-tenth), are now under cultivation. Think what the future offers.

And These:—Canada ranks second in the world's production of cheese. Her dairy products in 1918 were $125,000,000, and it is estimated that the actual value of these products will be doubled within the next three or four years.

Canada's fisheries operate 2,055 vessels and 12,236 boats. There are 982 canneries and the industry gives employment to nearly one hundred thousand people.

Canada is the chief forest resource in the British Empire and is rapidly overtaking the United States as the world's largest producer of pulp and paper.

Industrial Growth — Canada's industrial growth from 1901 to 1910 was a record but her industrial growth from 1910 to 1920 will beat it. In 1917, Canada had 34,392 industrial plants manufacturing 373 sorts of products.

Conservative estimates place Canada's potential water power at 18,000,000 horse power. About one-ninth of Canada's water power has been developed and development work is progressing rapidly.

Canada has untold—almost uncountable mineral deposits yet unworked and other natural resources that mean great and growing prosperity for future years.

Yes, Canada Has the Money—1919 was the best year Canadian banks ever had. Bank clearings exceeded the previous year by more than three billion dollars. Bank deposits have increased more than 70% during the last five years. Canada's national wealth, if equally divided would give $2000.00 to every Canadian citizen.

Canadians Buy Things—With a population of about 9,000,000 Canada owns more than 325,000 motor cars and motor trucks.

There are approximately 30,000 tractors in use in Canada. More than 9,000 tractors were purchased in Canada last year.

Canadians live in good homes; wear good clothes and eat good food. Canadians are buying and using everything that one would expect a prosperous, progressive and intelligent people to buy and to use.

Surely *the Canadian market is the market pre-eminent.* Let us all co-operate in making this wonderful market known to the world.

THE H. K. McCANN COMPANY, LIMITED

A Complete Advertising Agency Service

14-16 King Street East TORONTO, ONT.

1/7

of all the farms in Canada are in the Maritime Provinces. Moreover

2/3

of the 187,000 homes in New Brunswick, Nova Scotia, and Prince Edward Island are *farm* homes.

In developing your business in Canada, have you given these facts due consideration?

The United Farmers' Guide

will tap this market for you.

Owned by the farmers themselves; backed by a strong chain of farmers stores; with a popular editorial policy, the U.F.G. has quickly reached the position of leading farm journal in the Maritimes in both quantity and quality of circulation.

"In the Land of Evangeline"

Published at Moncton, N.B., every Wednesday

Branch offices at
53 Yonge St., Toronto *and* 1478 Broadway, New York

The *Grain Growers' Guide* has announced a monthly household or women's magazine number for next year. In an elaborate announcement sent advertisers and agencies the importance of the market among farm women is emphasized, facts being quoted to show the extent to which this field has been undeveloped by so many advertisers. Although the *Guide* has always conducted regular departments devoted especially to home and women's interests, one issue each month will, during 1921, make a special feature of these and feature articles appealing to the home interests of farm life. That women's interests on the farm are demanding more attention is evident from the increasing number of separate organizations of farm women in the Western Provinces as well as from the increased use of packaged foods and "city comforts" and modern labor-saving appliances in the better farm homes. The *Guide's* monthly household numbers will undoubtedly do much to stimulate this movement, and for that reason will interest many advertisers who have heretofore largely ignored the farm field.

* * *

The Blue Bird Corporation Limited of Brantford has commenced an extensive advertising campaign for the Canadian-made Blue Bird electric clothes washer. The campaign opened with page advertisements in a list of dailies and magazines and is said to be one of the largest yet planned for any washing machine. G. R. Donaldson is advertising manager and Smith, Denne & Moore advertising agency is handling the account.

* * *

L. Montagnes & Company, Canadian distributors for the Sonora phonograph, are planning an extensive advertising campaign for this fall. This campaign will be handled by the Toronto office of the Advertising Service Co.

* * *

The Canadian Industrial Alcohol Co. Ltd. is running a series of advertisements in a list of daily newspapers, the copy being prepared and placed by the Advertising Service Company.

* * *

New members of the Association of Canadian Advertisers, Inc. are: Dominion Canners Limited, Hamilton; The Renfrew Machinery Company, Ltd., of Renfrew and The Legare Automobile & Supply Co. Ltd., of Montreal.

* * *

Advertising in a few daily newspapers has appeared for Phillip's Military Soles and Heels, prepared and placed by the Advertising Service Company, Limited.

* * *

Representatives of the London (Eng.) *Times* are in Canada preparing a special Canadian number of *The Times*, to be issued early in October.

* * *

Farm and Home, Vancouver, recently issued a special Exhibition Number which carried a good volume of business.

* * *

Talk Profits—Not Goods

"Brass tacks" copy, that really gets down to cases and discusses things in which the merchant is really interested, is the exception rather than the rule. The dollars-and-cents angle on the proposition, the element that is certainly considered when the merchant looks into the question of handling the goods seldom gone into by the trade journa, advertisier.

One exception is the Ingersoll Watch Company, whose policy in advertising to the trade is explained by P. S. Salisbury, sales promotion manager, as follows:

"It has always been our policy to have our Ingersoll salesmen talk advertising, turn-over, profits, etc., rather than the merchandise itself, in other words, we know that the merchant is not interested in buying Ingersoll watches as watches. He is not going to wear six dozen of them, and he is not going to eat them. The only reason he has for buying them is that he thinks he can make a profit by reselling them to his customers.

"Therefore, instead of talking about the construction of the watches, we find it much more profitable to talk to him about the profits that will come to him if he connects up with our national advertising and properly displays the line.

❦ ❦ ❦

Contracts for advertising of Booth's Hyomei Co. of Ithaca, N.Y. are being sent a list of city dailies by the Hamilton Advertisers' Agency.

❦ ❦ ❦

Ralph Foote, at one time connected with J. J. Gibbons Limited, advertising agency, and more recently with Sherman & Bryan, New York, has been made advertising manager of Lever Brothers Co., Cambridge, Mass.

❦ ❦ ❦

The *B. C. Retailer*, official organ of the Retail Merchants Association of British Columbia, is now being looked after in a business way by the Industrial Publishing Company of Vancouver, also publishers of *Industrial Progress* and *Harbor and Shipping*. The editorial policy is still directed by the Association.

❦ ❦ ❦

The Beech-Nut Packing Company has placed its advertising account in the hands of the H. K. McCann Company.

❦ ❦ ❦

The Saskatoon *Phoenix* shows signs of a new lease of life since being taken over by W. F. Herman. Many new features are being introduced, and aggressive efforts made to build up a strong, attractive morning paper. It continues to be the only morning daily in Northern Saskatchewan, and is now being offered advertisers in combination with the *Daily Star* (evening) at a special rate.

❦ ❦ ❦

The Apollo Plug Co. Ltd. of Birmingham, England, manufacturers of Apolla Spark Plugs, have opened for Canadian business at 135 King St. W., Toronto, with Wm. C. Chandos Innes as Canadian manager. Some advertising is already being done through A. McKim Ltd.

NP

Our service is founded upon the principle that the aim of all advertising is to get results.

Our especial strength lies in our ability to detect in a product the feature that really sells it, and in the fact that we keep this feature paramount in all our work.

"It's all in the Service"

NORRIS-PATTERSON
LIMITED
ADVERTISING
TORONTO MONTREAL

EGERTON RYERSON — ITS FOUNDER

A New Dress

usually means prosperity, whether in the case of madam's gown or a newspaper.

The

Christian Guardian

has come to the "new dress" stage and, beginning with the issue of October 6th, we are providing for—

A NEW TYPE PAGE SIZE —9⅜ by 12½ inches, 700 lines—in place of the present 165-line page. this bringing the paper to the uniform magazine size of the **Saturday Evening Post, Colliers, Macleans,** and other high-class journals.

This means, you see, better display, and no trouble in using standard-sized plates.

SUPERCALENDARED PAPER — all through in every issue.

So that engravings of any screen may be used.

COLOR COVERS USED FREQUENTLY

All this, with a view to placing ***The Guardian*** for generations the best in its own field—on a par with any in any field.

Our service will correspond.

The

Christian Guardian

Canada's National Religious Weekly

TORONTO

Print Advertiser's Copies on Better Paper

When you are shown a copy of a publication printed on a nice quality of book, or it may be coated, paper—or when the copies which reach you regularly through the mails are up to this standard—it may be worth while to inquire if all the copies going to subscribers are printed on the same quality of paper, and are identical as to contents.

The practice of printing special copies to go to advertisers and advertising agents is still practised by a few publishers—and more may feel like adopting it as one way of escaping some of the climbing costs of paper, if advertisers seem indifferent.

Most publishers are economizing on paper in every possible way, but as a rule no attempt is made to mislead advertisers and agencies as to the quality of paper and printing in the "regular" edition. This is a detail which A.B.C. reports uncover, if you study these reports carefully.

The auditor's report of the circulation of the *Canadian Power Farmer* (formerly the *Canadian Thresherman and Farmer*) of Winnipeg, for example, shows that "approximately 1000 copies each month sent to advertisers and advertising agents were printed on a better quality of paper." What quality of paper is used for the subscribers' copies is not stated, nor is the advertiser and agency apparently given the opportunity of checking the appearance of their advertising as the reader sees it. Some advertisers may get the impression, and probably this is the intention, that all the copies of the paper going to subscribers are similar to the one they see. Is the publisher ashamed to have the advertiser see the paper *as all the readers see it?*

A careful study of this, as well as other A.B.C. reports, will repay any advertiser or agency interested. It is by such analysis that the value of circulation can be carefully weighed.

In particular, MARKETING believes that advertisers and agencies should insist that copies of publications as sent or shown them should be identical as to paper, printing and contents with the copies mailed to subscribers. This is checked by some advertisers who have subscriptions entered, in the name of a private individual if there is cause for suspicion, to all papers in which they advertise. There is no occasion for this, however, if A.B.C. reports are carefully analyzed.

* * *

The offices of *The Veteran*, formerly published in Ottawa, have been moved to the Temple Building, Toronto

* * *

The Musical Merchandise Sales Co. which controls the Canadian rights for Brunswick Phonographs, and Brilliantone and Reflexo steel phonograph needles, has secured the sole selling rights for Canada for the well known Q. R. S. word and story Player Piano Music Rolls. To provide more adequate space for their expanding business this company has recently moved to 79 West Wellington St., Toronto.

An advertising campaign featuring Q. R. S. Player Piano music rolls will be placed this fall through the Norris Patterson advertising agency.

One of Few Printing Offices in Toronto

that owns and has installed machinery and equipment for producing

Color Printing
Catalogues
Show and Street-car Cards
Book Composition
House Organs
Ruled Forms
Loose Leaf Forms
(All Styles of Punching)
Special Sizes Loose Leaf Binders
Cloth and Leather Binding
Cloth and Leather Sample Covers
Gold Stamping
Gold Edging

We are still Growing.

West Toronto Printing House

HENDERSON & GALBRAITH, PROPS.
1945 ST. CLAIR AVE. TORONTO

Newspaper and Magazine Advertising

Booklets, Catalogs, and House Organs

Designs, Trade Marks and Illustrations

Prepared in Ottawa
Placed Anywhere
Ask Us.

Peabody Advertising Ottawa
178 Nepean St
Phone 3626.9

CHARLES EDWARD PEABODY
HENRI CHAUME.

Two Good Newspapers Now in One Wonderful Field!

Not many National Advertisers in Canada to-day are unaware of the value, the pulling power, the all-round merit of the Evening newspaper of the Saskatoon and Central and Northern Saskatchewan field.

The Saskatoon Daily Star

Saskatchewan's Greatest Newspaper

Now this is by way of announcing that there is another good newspaper in the same field, a Morning paper.

The Saskatoon Phoenix

Only Morning Newspaper in Central and Northern Saskatchewan

THE SASKATOON PHOENIX was taken over by W. F. Herman, Publisher of the Saskatoon Daily Star, on August 1st, 1920. It has been expanded in every direction, with neither money nor effort spared to make it a high-class, attractive strong morning newspaper. It has met with an appreciative reception.

No other paper serves the territory that The Saskatoon Phoenix enters. It is an old, well established newspaper, to which its readers are more than faithful. Used in conjunction with The Star in advertising campaigns, it fulfils at low cost the advertisers' purpose of covering all the field of Central and Northern Saskatchewan.

You know the field—an Empire in extent—a Golconda in Buying Power

The advertising rate for the Phoenix, used singly, is 3½ cents. Joint rate for the Star and the Phoenix, 9 cents. Agate line measurements. Flat rate.

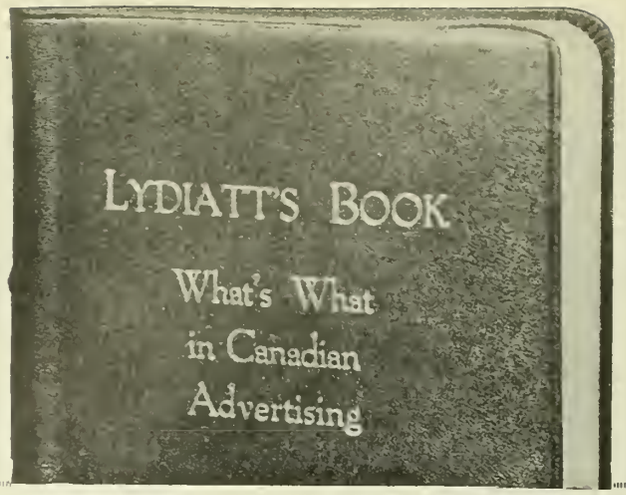
YOU NEED THE PHOENIX TOO

Advertising Representatives:

F. W. THOMPSON
402 Lumsden Bldg.
Toronto, Canada

HENRY DE CLERQUE
5 South Wabash Avenue, Chicago, Ill.
20 West 23rd Street, New York City, N.Y.

CHARLES E. MILLER
225 Fifth Avenue
New York, N.Y.



"Advertising Men Recognize That It Gives Them What They Need"

"It is six years since this book was first issued, and during that time it has steadily grown in favour among advertising men, for they recognize that it gives them what they need —complete detailed and authoritative information.

"With the growth of more scientific methods of advertising its practitioners are coming to appreciate the importance of statistics to the success of their plans, for the most successful—those who advertise with the least waste—have learnt to base their methods and selection of media on a careful analysis of the statistics relating to their markets.

"Sales possibilities are determined by the needs and purchasing power of the people in different communities, and the information in LYDIATT'S BOOK enables the advertiser to analyse the character and extent of the Canadian market. The data to be found in its pages is the result of years of experience, and this information has been kept well up-to-date. In fullness of detail and in conciseness of expression the 1920 edition is useful as ever."

London, England, *Advertising World*, April 1920

The Authoritative Rate Book of Canadian Advertising Mediums and Statistical Data Book of the Canadian Market.

Largely used for information needed when investigating the Canadian market, selecting advertising mediums, making contracts, checking bills, etc. 10 000 facts and figures conveniently classified and condensed for ready reference. Everywhere recognized as the most complete and accurate information obtainable.

Only a few copis of the 1920 Edition left

Order your copy now. Postpaid to any address on receipt of the price, $3.00 a copy

W. A. LYDIATT, Publisher, 53 Yonge St., TORONTO

Emigration to Canada

The depopulation of the countryside is not solely due to the dullness of the leisure hours of rural dwellers, though it is true that the rule of the cities and the enlarging experiences of the war have made many discontented to remain on the land. Another factor of disturbance and expulsion is the work of Canada, Australia, New Zealand and South Africa to recruit their populations. In the case of Canada, the C. P. R. is aggressive in its purpose to get settlers for the Western prairies.

In conversation with the representative of a shipping company whose ships go to Canadian ports, I was told that a new class of British emigrant is crossing to Canada. Twenty families crossing in one ship, had, it was stated, combined capital of £40,000—an average of £2000 per family. Free Canadian land is one attraction.

Opportunities in Great Britain

If some Britishers want to go to Canada, some want to return to the land of their birth, and some native-born Canadians look longingly at the Motherland on the far side of the Atlantic. I know this because I have had correspondence from several who fancy they want to come to England, and contact with others who have actually arrived.

Three of my correspondents hold very excellent positions—one in the United States, two in Canada. They have British ties, however, and desire to transfer their bodies and brain to London. Two men came, for very personal or domestic reasons, and hoped to be absorbed by Fleet Street. These two men, highly efficient in their respective lines of work, found real discouragement when they sought employment. One is an advertising-merchandising man of very superior training and abilities. In the end he linked up with an advertising agency at a salary of £500. The other was a branch office manager in Canada, earning I would imagine $40-50 a week in a Western city. He lacked any specific advertising training and experience, and found himself unable to obtain work at £4 a week in London. As an expert stenographer-typist he is getting less than this sum in an advertising agency.

One of my correspondents is a newspaper man, well-placed in a Canadian city. I had to write him rather a discouraging letter, for I feel certain that he would find no equivalent position in Great Britain, at anything like the income he is now receiving. The fact is that Fleet Street and the Provinces have failed

to employ large numbers of capable demobilized advertising men. Similarly, mercantile enterprises have not absorbed many thousands of men of the clerical and executive classes.

Many newspapers are not hungry for either increased circulation or advertising. The newsprint scarcity is making them more eager to conserve than to expand. They raise both single copy and advertising rates to keep revenues equal with expenditures. They do not need canvassers or salesmen.

In the same way many British manufacturers are having difficulty in getting raw materials and in filling orders. So their need of salesmen and executives is small. They may need artisan labour, but not labour of the higher grades.

These facts ought to be considered and heeded by those hungering to dwell in the Imperial City. Canada and the United States provide more opportunities, and will give better pay, than does and will Great Britain.

JOHN C. KIRKWOOD

❦ ❦ ❦

Another Advertising Campaign for Victory Bonds

There is to be another Victory Bond campaign this fall, it is rumoured. Not for a new issue of bonds, but to place larger quantities of the bonds already outstanding.

The Minister of Finance, after consultation with the bond dealers, is reported to be considering the getting together of a sales organization similar to that operated last year, to obtain a wider distribution of the Victory Bonds already on the market.

If the proposed plans are carried out there will be an extensive advertising campaign, to which the Government will lend its support.

❦ ❦ ❦

The Ottawa Paint Works is planning a more extensive campaign for its O.P.W. prepared paints for next year. It is reported that A. McKim Ltd, Montreal, has secured the account.

❦ ❦ ❦

Hemphill Trade Schools of Winnipeg has opened a school in Toronto and will shortly advertise is Eastern mediums through the A. J. Massie Co. of Winnipeg.

❦ ❦ ❦

That advertising for tourists pays is clearly demonstrated in reports from Vancouver and the coast. The campaign conducted by the Pacific Northwest Tourist Association and the railways attracted thousands of holiday makers to the Pacific Coast—more tourists visiting this section this year than ever before.

❦ ❦ ❦

W. N. McIlwraith, one of the partners in Wood, Gundy & Co., who was in charge of publicity for the Victory Loan Campaign last fall, has left for England, where he will have charge of the London office of his firm.

We Offer to the Big Advertiser

The services of a large staff of experienced advertising writers—men and women—

The best art service money can buy—

A Service Department in keeping with the business we handle—

And—the assurance that goes with the reputation of an institution that has grown in five short years from a humble position to one of prominence among the agencies of Canada.

Federal Advertising Agency

T. H. YULL, Director

LONDON : : CANADA

The Twice-a-Week Service of

Canadian Farm

is thoroughly appreciated by the most prosperous class of farmers in Ontario—the live stock breeders—and gives it a reader-interest beyond any other publication.

The market issue, published Friday, after the close of the markets, gives them accurate down-to-the-minute reports which mean money in their pockets. CANADIAN FARM has scores of letters from readers in appreciation of this service.

The regular Wednesday edition contains timely articles on live stock which readers know by experience they cannot afford to miss.

CANADIAN FARM subscribers have much above the average buying power—and can be reached most effectively through this great semi-weekly farm paper.

Sold on a Guaranteed Circulation Basis

Advertising Rate—18c a line

Member A. B. C.

CANADIAN FARM, 8 University Ave., Toronto

The Question of Style

has always been uppermost in the minds of women. Each season sees many changes which women follow with that instinct which dominates the sex.

A woman who is well dressed, and whose family is well dressed, is a potential customer for everything that will lighten housework or brighten the home and make it more attractive.

Shrewd advertisers recognize that woman's interest in the up-to-date and "fashionable" is the channel through which to exercise the greatest influence on her purchases.

When women are in the frame of mind for amusement they buy and read fiction. But subjects related to personal and home adornment—shopping topics—have the strongest and most universal appeal, and publications devoted to such subjects are eagerly received.

Hence, over 75,000 copies of The Canadian Butterick Quarterlies are bought by Canadian women, each season, and taken home for leisurely study. Other thousands of women consult the Quarterlies in the stores when shopping.

Advertisers use The Quarterlies because they know the women who buy them do so for the purpose of securing authoritative information as to how to spend their money to the best advantage.

Some Advertisers in the Autumn Quarterlies

Johnson's Prepared Wax
Rainbow Ribbons
Cheney Silks
Gossard Corsets
Crompton Corsets
Numode Brassiere
Hoover Suction Sweeper
Neolin Soles
Vinolia Tooth Paste
Dent's Gloves
Monarch Knit Sweater Coats, Hosiery and Yarn
Chiclets
Dixie Dyes
De Long Snaps
Kleinert's Dress Shields
Hyglo Manicure Preparations
Penman's Underwear
Airtite Refrigerator
Sunset Soap dyes
Listerine Tooth Paste
Northern Electric Portable Sewing Machine
2 in 1 Shoe Polishes
Columbia Grafonola
Brunswick Phonograph
Lux
1900 Washer
Little Darling Hosiery
Parkhill Ginghams

Effective with the Spring 1921 Issue

The Standard and New Idea Quarterlies will be combined and published as The Designer Quarterly. The page size will be 4 columns by 170 lines. Quarter, half and full page space available. Rate $600 a page.

Write for rate card and other information to

Manager of Advertising, 53 Yonge Street, Toronto, Canada

Advertising More and More Based on Study of Facts

The Editor, MARKETING—

MARKETING for August 16th contains comments by E. St. Elmo Lewis on the Indianapolis Convention of the Associated Advertising Clubs. He refers to the paper that I read at that meeting, and attempts to deride my statement that "The day of the literary genius who holds himself aloof from the rest of the world and who gets high salary for pounding out copy, is gradually passing." He says it is mere "piffle" when I quote "without approval" the head of any agency who said "after the necessary preliminary work has been done the office boy can write the copy."

Mr. Lewis' references to my statements on this subject are unfair, in that they quote only part of what I said. After saying that the office boy can write the copy, I actually said in my address that "this is an exaggeration, but it illustrates the change that has come about in the methods followed by the leading advertising agencies during the past few years." As for my general proposition that advertising is based more and more on a study of facts, which are obtained from product and market analysis, I stand firm, and I am sure that I have the support of the leading advertising men in the country. I do not mean to discount the need of competent writers of advertising copy, but I do say that such writers must base their copy upon facts that can be obtained only through careful study and analysis, and not out of thin air in a back office.

As a matter of fact, I do not believe that Mr. Lewis and I are so very far apart in our views, but this makes it all the more difficult to understand why he should go out of his way to try to deride my statements, especially by quoting only part of them.

I shall be glad if you care to make use of this letter in your columns. I am sending copy to E. St. Elmo Lewis, Astor Court Building, 1831 W. 34th Street, New York City.

Very truly yours,

SWIFT & COMPANY,
Per L. D. H. Weld, Manager,
Commercial Research Department.

Chicago, Aug. 24, 1920.

❦ ❦ ❦

Increase Subscription Rates

The Montreal *Gazette* is to be credited with taking the lead among Canada's eastern dailies in increasing its single copy price to five cents per copy. The change took effect with September 1st, and subscription rates are increased accordingly, the delivery rate now being $1.20 a month or $12.00 a year. So far as MARKETING is aware, no other Canadian daily yet has subscription rates as high as this, though most of the Western dailies have maintained the 5c. single copy price for years past.

The Sydney, N.S. *Post*, Sydney *Record* and Glace Bay *Gazette* have also announced an increase to 5c. a copy, and have increased their mail subscription price by $2.00 a year, and carrier delivery by $3.00 a year.

Among the farm papers the *Grain Growers' Guide* of Winnipeg and the *Farmers' Magazine* of Toronto are first to announce an increase in subscription rates to $2.00 a year.

Why Overlook Western Canada's Foreign Language Readers?

Western Canada has a large population of prosperous foreign farmers. A large portion of them do not read—understandingly—the English language. They are good citizens—good buyers—and spend their money freely for the things they need.

They stop at our hotels and restaurants; they patronize our stores; they buy tools and implements, clothing, dry goods, groceries, and everything that our English-reading citizens buy. Then, like the good citizens they are, they deposit their savings in our many banks.

Too meet these people—to gain their confidence and trade—we offer you the columns of our three foreign language weeklies :

THE CANADIAN FARMER Oldest Ukrainian Weekly
THE POLISH TIMES Independent Polish Weekly
DER NORDWESTEN Leading German Weekly

These papers all have a large circulation among the foreigners of the language they represent. An appeal to them in their own language will bring a hearty response. Surely it's worth the trial. It may open a new avenue of big business for you.

Rate Card and Sample Copies on application

NATIONAL PRESS LIMITED
120-122 King Street, - WINNIPEG, MAN.

Plan to Win the Whole Western Family Now

1920 crops good—will be sold at a high price and for spot cash—this means a more liberal budget for every Western family.

The purchasing power of the West can best be reached by gaining the interest of every member of the family.

The WESTERN HOME MONTHLY

is the only home magazine published and concentrating in this distinct field.

4.92 average number of readers in each Western Home Monthly family—circulation 12,300 net paid. This all-family magazine should find a leading place in your Fall and Winter advertising planned for Western Canada.

Our representative Mr. Charles Ward will be in the East shortly and will gladly give you full information regarding The Western Home Monthly and its field.

The Home Publishing Co.
WINNIPEG
Members A. B. C.

QUEBEC FARMERS WANT YOUR GOODS

Quebec Province is one of the richest farming communities in Canada. Money is always plentiful, because the Farmers practice mixed farming and dairying and are not dependent upon the success or failure of any crop. All kinds of luxuries and necessities are in constant demand and those who advertise their goods to the Quebec farmers are the ones who are getting the big share of the business.

The "Bulletin des Agriculteurs"
(*The Farmers' Bulletin*)

is the only weekly farm paper published in French in Canada. It is the official organ of CO-OPERATIVE CENTRALE DES AGRICULTEURS DE QUEBEC, (Quebec Farmers Central Co-operative Society) an organization which marketed for the benefit of its members in 1919, over eight million dollars worth of agricultural products.

THE "BULLETIN DES AGRICULTEURS" has a guaranteed weekly circulation of 17,000 among the wealthiest and most progressive of the farmers of Quebec Province and the exceptional advantages they derive from their dealings with the Society, enable them to buy, not only indispensable goods, but also any luxuries that appeal to them.

THE "BULLETIN DES AGRICULTEURS" offers you concentrated circulation among the very people you want to reach, with absolutely no waste or duplication. It will bring you ***results*** for every dollar spent on advertising in it and you should insist that the "BULLETIN DES AGRICULTEURS" be included in your list of advertising mediums.

Further information from the Publisher, or Any Advertising Agency:

The "Bulletin des Agriculteurs"
63 William St. MONTREAL, QUE.

17,000 Guaranteed Circulation

Montreal: JOHN C. MORRIS Advertising Manager

"A.B.C." Membership Applied for

Ontario Representative HENRY GUY Toronto

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Advertising and the Worker

FIRMS of magnitude have not become so without sufficient good reason. Year in and year out, production has steadily increased. Intensive effort on the part of a few has created jobs "made safe" for many. And how is it done, you ask? We'll say—Advertising.

Advertising in its many forms brings goodwill. Goodwill is business insurance. When production is high and demand low, a large responsibility rests upon the goodwill of the distributors. Whether times are hard, or business is good, it is Advertising's special task to see that the products made by its principals continue to find their way from the hands of the worker to the eventual consumer.

When a product is designed, manufactured, labelled and packed, the workers' interest ceases as a rule. It should not. Until that product has been marketed, no money has been received by the employer. If that product were never sold, it would prove to be a loss to the maker, whether he were the creator of the article, the actual maker of it, or the clerk who packed and shipped it. It would prove to be a larger loss to the principals of the business, since the raw material had already been paid for and the workers reimbursed for their labor.

Eventually, however, should the same fate meet a large proportion of the products manufactured, business would stagnate, and prosperity would cease.

Advertising, well planned and well executed, safeguards the workers' interests. It places the product he makes with his own hands, in the forefront of popular demand. It comes to be generally accepted, and only abnormal depression can greatly influence its steady sale.

Advertising builds for the workers' future. It maintains the organization from year to year, and provides security to his own personal future interests. He can make plans, accept obligations and provide for his home in the faith that his need for producing will carry on indefinitely.

The creation of Advertising is by no means haphazard. It involves the study of market conditions, the large questions of supply and demand, and technical knowledge acquired only after months and years of study.

Advertising is produced by the worker for the workers. It builds busy-ness and provides employment. In prosperous times it pays its way. In the dark days of depression, when judiciously employed, it helps keep conditions normal and oils the wheels of industry.

Factory worker, office specialist and technical expert, all must acknowledge that Advertising has a large bearing on his pay envelope, for without its power to take the product to the consumer, there would be no money to partition out to either his employer or himself.—*McClary's Wireless.*

* * *

The Prince Albert, Sask., *Herald* is now a member of the Audit Bureau of Circulations, auditor's report for the six months ending June 30th last having recently been issued. Saskatchewan, as well as Alberta, now enjoys the distinction of having all its daily newspapers' circulation audited by the A.B.C.

(Continued from page 536)

the various periodicals and newspapers of Canada and you ha e your answer." We may all have a look and get the answer now.

"When we started out we sold 40 million pounds a year," explained Mr. Morrow, "and now we sell ninety million pounds per year. Our retail selling organization is out of business so I guess the increase may be safely credited to advertising."

"When we started out with Lantic Sugar, the grocers said to us, 'Create a demand for your product and we will handle it'. We took that advice; we created the demand—through advertising—and the grocers kept their word—they had to—when the demand came they began stocking Lantic Sugar."

It was impossible to secure definite figures of results as to the relation between the sales costs and the advertising costs and the percentage of reduction in the former because of the effectiveness of the latter. But if a department employing forty men was wiped off the debit side of the ledger, then that alone proved the efficiency of the advertising and the reduction brought about in sales costs. Then too, as Mr. Morrow said, when he told of the increase in the sales of sugar, "the more sugar we sell the less our sales costs amount to."

Advertising Service Company of Montreal is sending out an extensive watch campaign for Henry Birks and Sons Ltd., starting October 1st and running in the larger dailies throughout Canada.

Copy for the advertising of W. C. Macdonald, Reg'd. tobaccos is being placed in Western daily and weekly newspapers through the Consolidated Advertising Agency. Other Macdonald tobacco advertising is still placed by the Advertising Service Co.

The Brantford EXPOSITOR

Is the only daily newspaper published in the thriving industrial and agricultural district comprising the counties of Brant and Norfolk, of which the city of Brantford, with its population of over 35,000, is the industrial and commercial hub.

In a Field by Itself

This field comprises a trading area extending half way to Hamilton on the east, south to Simcoe and Port Dover, west nearly to Woodstock and north toward Galt. Within this area are also many large and prosperous towns, an unexcelled farming district, and a population of 100,000 people. It is truly one of the "garden spots of Canada."

Money is made and spent in this favored district as freely as The EXPOSITOR is read—and this is the only daily most of the residents see.

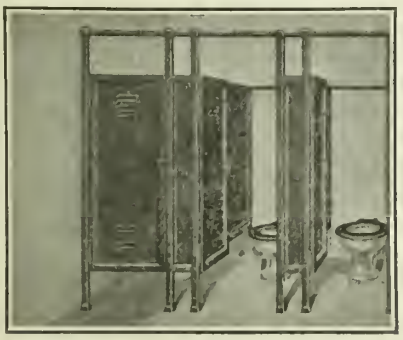
You cannot reach this district by any other means, therefore—

See that your appropriation allows for the use of adequate space in The EXPOSITOR

The only daily in Brantford

A.B.C. Circulation, 10,225

Established 1852 **Average Size, 16 Pages**



WE ALSO MAKE

Steel Shelving, Lockers, Cabinets, Bins, Stools, Chairs, etc. Ornamental Iron and Bronze, Commercial Wirework of all kinds. General Builders' Ironwork.

THE THREE BIG REASONS
why

DENNISTEEL
Made in Canada

STEEL LAVATORY PARTITIONS

should be in every school, factory, industrial plant and public building are because they are

1. Fireproof 2. Hygienic 3. Non-Markable

Your building isn't modern without this equipment

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Halifax Ottawa Hamilton Calgary
Montreal Toronto Winnipeg Vancouver

MOTORING

Has the Circulation

in its field:

—the motoring trades of Canada—the auto and accessory dealers, the garage man, the repair man and the expert mechanics in garages.

Circulation: 3,200

Of which 3,125 is paid in advance subscriptions from men in the trade.

THESE FACTS ALONE WARRANT ANY ACCESSORY MAKER OR DEALER PUTTING THIS PAPER IN FIRST PLACE ON THEIR ADVERTISING APPROPRIATION

Never forget the fact that the men in the trade influences 80% of the sales of all tires and accessories

The COMMERCIAL PRESS Limited

51 Wellington W., TORONTO

The Canadian Manufacturer
The Canadian Hardware Journal
The Retail Grocer and Provisioner
The Canadian Furniture World
The Retail Druggist
The Electrical Dealer and Contractor
Motoring

Through Our FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
185 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

C. J. HIRT, Managing Director

Show Package in Advertising

The more you show your package, the easier it will be for people to recognize it when they see it in a store. And that's important. Folks fall into the habit of buying things that they can remember—that they have seen advertised. They won't remember a picture, but when you visualize a package or label for a year—when you show the goods—it gets to be second nature with them. Any retail merchant will tell you there can't be too much showing of the goods.

❦ ❦ ❦

Vancouver merchant tailors have begun an advertising campaign featuring tailor-made clothes as compared with the ready-made and mail-order variety. It is reported that the idea of undertaking such advertising originated from suggestions which appeared in MARKETING some months ago.

❦ ❦ ❦

In the Volume of Advertising figures for Canadian farm papers for the month of July, published in the last issue of *Marketing*, it should be noted that the 61,092 total lines credited the *Family Herald and Weekly Star* for July 1919 represents the total for 5 issues, as compared with 58,730 lines total for 4 issues in July 1920.

❦ ❦ ❦

Advertising is the food that puts the red corpuscles of life into the selling of any commodity.

❦ ❦ ❦

"Once when I was sales manager of a mail-order concern I took a list of people who had written us as a result of our advertising, but had never answered our letters. I wrote a strictly personal, homely letter to those people asking them why. I did not complain, of course, but told them that our proposition was so good that I felt that the fault must have been mine in not presenting it clearly. And I asked them as a personal favor to tell me how I had failed.

I sent out several hundred of these letters typewritten as an experiment, enclosing a stamped, addressed envelope for reply. The results were astonishing. People wrote in long letters explaining just why they had been unable to buy. Some explained changes of circumstances had prevented. Many said they would buy a little later. Some even apologized for not writing. Again, several sent in orders with their letter of explanation.

It was an eye-opener to me. So then I took another list of seeming "dead ones" and sent them the same letter multigraphed, enclosing the stamped envelope as before. The results were the same. Then I sent the same letter multigraphed *without* the stamped envelope, and again the results were the same. Altogether I received a good many orders from a letter that was not intended as a sales letter. The point is that I wrote that letter from my heart, for I believed absolutely in the goods I was selling, and the people who received it felt my sincerety and went out of their way to meet me half-way, or a little more."

E. P. CORBETT in *Printer Ink*.

An Advertising Agent Who Confesses His Inexperience

Editor, "MARKETING"

Attached is one of the most peculiar applications for a position that has come to the writer's attention. Perhaps it will be of interest to you.

Yours very truly,

CANADIAN CHEWING GUM COMPANY, LIMITED.
"J. L. ROOK"
Sales Department.

Woodstock, Ont., April 15th, 1920.
Canadian Chewing Gum Co., Ltd.
405 Logan Ave.,
Toronto, Ont.

Dear Sirs:

I hereby make application for a position as advertising agent for your Company and if appointed will be prepared to commence work on May 1st, 1920. Might say that while I have had no experience in the field in which you would require my services yet I feel that I would be able to make a success by reason of my experience of seven years in the retail tobacco business and a natural adaptability.

Awaiting an early and satisfactory reply, believe me to be.

Yours truly,
WM. CUTHBERTSON

❦ ❦ ❦

When the loud pedal is overworked, the soft pedal automatically becomes the means of emphasis, the interrupting idea, or whatever you want to call it. The loudness of the soft pedal in advertising is powerfully demonstrated in those occasional productions which look as if they had been written rather than manufactured, which by their unassuming simplicity of display and text, cause the reader to say to himself that here is a *good product* rather than a "good" advertisement.

❦ ❦ ❦

J. B. Rathbone, eastern representative of the *Nor'-West Farmer*, Winnipeg *Telegram*, Vancouver *World*, as well as manager of the Toronto office of several eastern papers, has opened an office in the Transportation Building, Montreal.

❦ ❦ ❦

A new magazine entitled *Progressive Agriculture in Canada* is to be published by the Industrial and Educational Publication Company, already publishers of the *Canadian Bookman*, *Canadian Fisherman*, *Canadian Pulp & Paper Magazine*, etc. An advance number will appear in October containing full reports of the recent convention in Ottawa of the Canadian Society of Technical Agriculturists, of which it will be the official organ. Commencing January the magazine will be issued monthly and will contain the latest information on scientific research in agriculture.

Position Wanted

Young Englishman, (25), public school education. Advertising artist with distinctive style, forceful and original writer and effective ideas in layout, desires position as publicity manager in progressive concern. Present situation Manager of Advertising Department in large Drapery business. Reply,

Box 1274
Aberdeen Journal,
Aberdeen, Scotland

About French Printing

"The largest French printing house under British Flag."

MANY English firms now realize that they must have their literature which goes to the province of Quebec—in the language of the majority—that is FRENCH.

Unfortunately, many have in the past given their work to incompetent printers. Avoid this in future by having your French printing done by those who know how to translate English to French.

Bear in mind, French type has accents — without the use of these accents, French is not perfect: we have them.

We handle translations and French printing for several of the largest houses in Ontario and Quebec.

"La Patrie" Publishing Co. Limited

JOB PRINTING DEPARTMENT MONTREAL, Canada.

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

TO SECURE THE MOST FAVORABLE FIRST IMPRESSION

USE TWO-FOLD LETTER HEADS

The business man who receives a two-fold letter head is at once struck by its all-round superiority to the great mass of letters which his daily mail contains. This at once puts him in a favorable attitude to ward the message the two-fold letter head bears.

TORONTO ENVELOPE CO's two-fold letter heads are proven business producers, as many big business houses know by experience.

Your printer will get them for you, with envelopes to match.

When ordering them from him, ask him if he is getting our little folder, "Quality and Service." He will welcome it each month, we are sure. Indirectly it will benefit you as well.

TORONTO ENVELOPE CO. Limited

119 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY

"GIBBONS KNOWS ADVERTISING"
MONTREAL TORONTO WINNIPEG

Over a Million Robbers Massacred

We refer to the gophers—the pests of the grain fields—rodents that

ANNUALLY ROB CANADA'S GREATEST INDUSTRY

of hundreds of thousands of dollars' worth of foodstuffs.

Notwithstanding the damage wrought by these pests, THE PRAIRIE PROVINCES of WESTERN CANADA will have one of the richest grain yields in many years.

THE PRAIRIE PROVINCES OF SASKATCHEWAN, Alberta and Manitoba, will have a total yield of

242,321,000 Bushels of Wheat

made up as follows:

SASKATCHEWAN	**135,000,000 Bushels**
Alberta	**66,295,000 Bushels**
Manitoba	**41,026,000 Bushels**
Total	242,321,000

Saskatchewan, the Banner Producing Province of the Dominion

with an estimated wheat yield of 135,000,000 bushels, will have a production of 25.79 per cent. more wheat than the provinces of Alberta and Manitoba combined. Saskatchewan's estimated yield by crop districts, is as follows: 1, Southeastern, 12.8 bushels; 2, Regina-Weyburn, 12.4; 3, South Central, 14.2; 4, Southwestern, 13.2; 5, East Central 15.6; 6, Central, 11; 7, West Central, 16; 8, Northeastern, 15; 9, Northwestern, 18.5; averaging for the province 14.3 bushels per acre, an increase of 5.8 bushels over last year's yield, which amounted to 8.5 bushels per acre.

"The Province With the Crop is The Province With the Money"

Ask your advertising manager if he has included Saskatchewan in your 1921 advertising appropriation.

In Southern Saskatchewan the two big dailies are

The **Morning Leader** Regina *and* The **Regina Daily Post** (Evening)

Toronto Representative: E. J. GUY, 302 Royal Bank Building

Advance Ottawa

OTTAWA has to-day a population of 135,154---an increase of nearly 8,000 in the past year.

Such is the report of Might's Directory for 1920.

This does not include the 30,000 inhabitants of the sister city Hull, nor the progressive suburban towns of Aylmer, Westboro, McKellar, Britannia, Eastview and Rockliffe, contiguous to the Capital and connected with it by excellent street railways. 11,600 people, mostly home owners, reside in these towns.

Within a radius of fifty miles from Ottawa are a score or more of vigorous prosperous towns, whose needs in almost every direction are filled from the Capital's retail stores. Ottawa is the logical shopping centre for at least 125,000 country town dwellers, and Ottawa Daily Newspapers are their main shopping guide.

The Ottawa Dailies completely cover this field, and no paper from any outside point enters into serious competition with them.

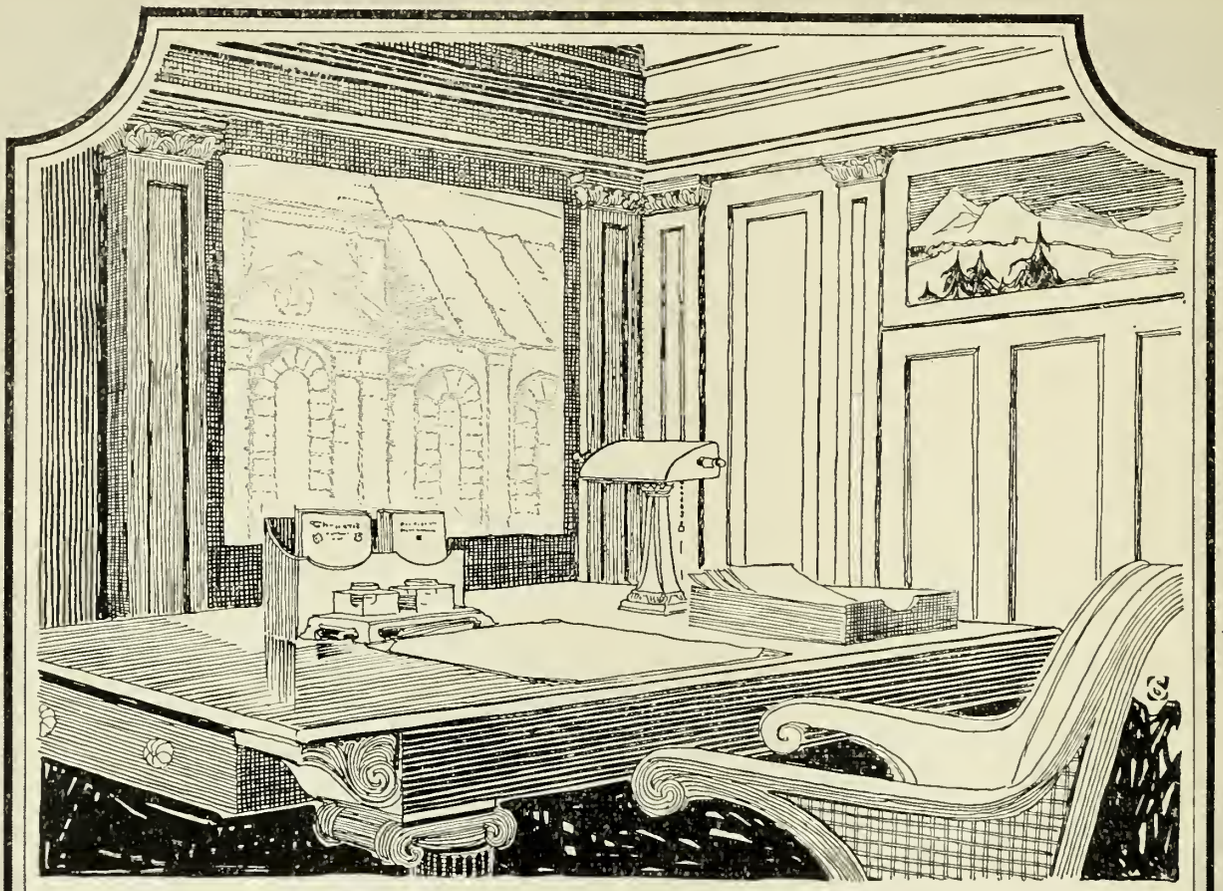
Do not overlook the possibilities of extending your trade in the Capital through the medium of the Ottawa Newspapers. Make a generous appropriation for the Ottawa Dailies when planning your next campaign. The value of such investment is beyond question.

The Ottawa Daily Newspapers

The Morning Journal
The Evening Journal

Ottawa, Canada

The Morning Citizen
The Evening Citizen



SUPERFINE LINEN RECORD

Your letterhead may pass through the mails, be handled by a dozen clerks, be filed, and yet at the crucial moment, carry into a President's office the suggestion of your Company's dignity and standing—if it be of Superfine Linen Record.

Awarded the Gold Medal, Antwerp, 1885; the Gold Medal, Chicago, 1893, and the Grand Prix, Paris, 1900.

The Rolland Paper Co., Limited, Montreal

HIGH-GRADE PAPER MAKERS SINCE 1882

Mills at St. Jerome, P.Q. *and* Mont Rolland, P.Q.

Volume XIV. Number 13 *Toronto, October 1st, 1920*

Marketing and Business Management

Edited by W.A.Lydiatt

It's a "Buyers' Market" Now!

Trade conditions are changing. The problem has been to meet the demand, not to sell goods. Now it is the buyer's turn—and if one manufacturer will not accept their prices, another will!

Except in the case of well-advertised lines. There, public opinion and increased demand turn the scale in favor of the manufacturer.

On our advice, many of our clients advertised while business conditions made it seem almost unnecessary. They are glad now! They are going ahead!

We will be glad to hear from others who wish to keep control of their markets. Please address our nearest office:

A. McKIM, LIMITED

Advertising Agency

Montreal Toronto Hamilton Winnipeg London, (Eng.)

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA

20 Cents a Copy

OCTOBER 1st, 1920

$2.50 a Year

Baking Powder is a product sold everywhere, and one for which there is a constant recurring need. Consequently, it lends itself exceptionally well to poster advertising with its unescapable appeal

The E. W. Gillett Co., Ltd. is a firm believer in poster advertising. The Magic Baking Powder poster reproduced herewith is a worthy successor to the exceptional poster entitled "A Great Catch," a billboard classic, familiar to every Canadian from Coast to Coast—as is the product it advertises.

Poster advertising is a proven business builder for Magic Baking Powder.

MAKE the consumer think of your product at the time and place where it can be bought.

POSTERS will do it.

They afford the only medium through which you can reach the whole public without expense or effort on its part.

POSTERS give you publicity at the right time, in the right place, at the least expense.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative.

Poster Advertising Association

OF CANADA

OFFICIAL REPRESENTATIVES

A. R. KENT	Kent Building	TORONTO
HARRY DUKER, LIMITED		VANCOUVER, B.C.
GOULD BAIRD FOSTER CO.		HAMILTON, ONT.
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
CANADIAN POSTER CO	Lewis Building, St. John Street	MONTRAL
E. L. RUDDY CO. LIMITED	11 E. Wellington Street	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO

W. W. SCANE, Secretary, CHATHAM, ONT.

Farmers are Buying Freely of "City Bred" Merchandise

A RECENT field investigation covering farm homes in various sections shows that farmers are keen for commodities found in city homes.

The fact that 66% of the farmers interviewed own automobiles, and that 23% own electrical labor-saving devices is of striking significance to advertisers.

On every hand there is evidence of a rising tide in prosperity and in the demand for the same class of merchandise found in urban stores. **And there is clear indication of the fact that big business awaits the advertiser who launches an aggressive campaign directed at farmers.**

All high grade products should be advertised to farmers now

If you sell to city folks you can sell to farmers. Place FARMERS' MAGAZINE at the head of your list. FARMERS' stimulates the desire for up-to-the minute household conveniences and greater comfort in the home. It educates. It holds the confidence of 35,000 prosperous and progressive agricultural families. The strength of FARMERS' MAGAZINE is built upon service. It carries a greater number of departments appealing to the farmer than any other publication.

Electrical devices, automobiles, trucks, musical merchandise, jewelry, packaged food stuffs, high grade wearing apparel, toilet goods, furniture, household appliances and equipment should be advertised in FARMERS' now.

Your campaign will co-operate with merchants in towns and villages in farming communities —merchants who are doing a big business with farmers.

Study FARMERS' MAGAZINE carefully. Note the new lines being advertised. Note the number of prominent national advertisers who use FARMERS' in a big way. It shows that farmers constitute a two-fold market — for urban merchandise as well as for regular farm equipment. Think of the enormous revenue to be derived from crops this year—of the willingness to buy high grade commodities — and advertise to farmers now through FARMERS' MAGAZINE.

Twice a month now—every week beginning February 3rd, 1921

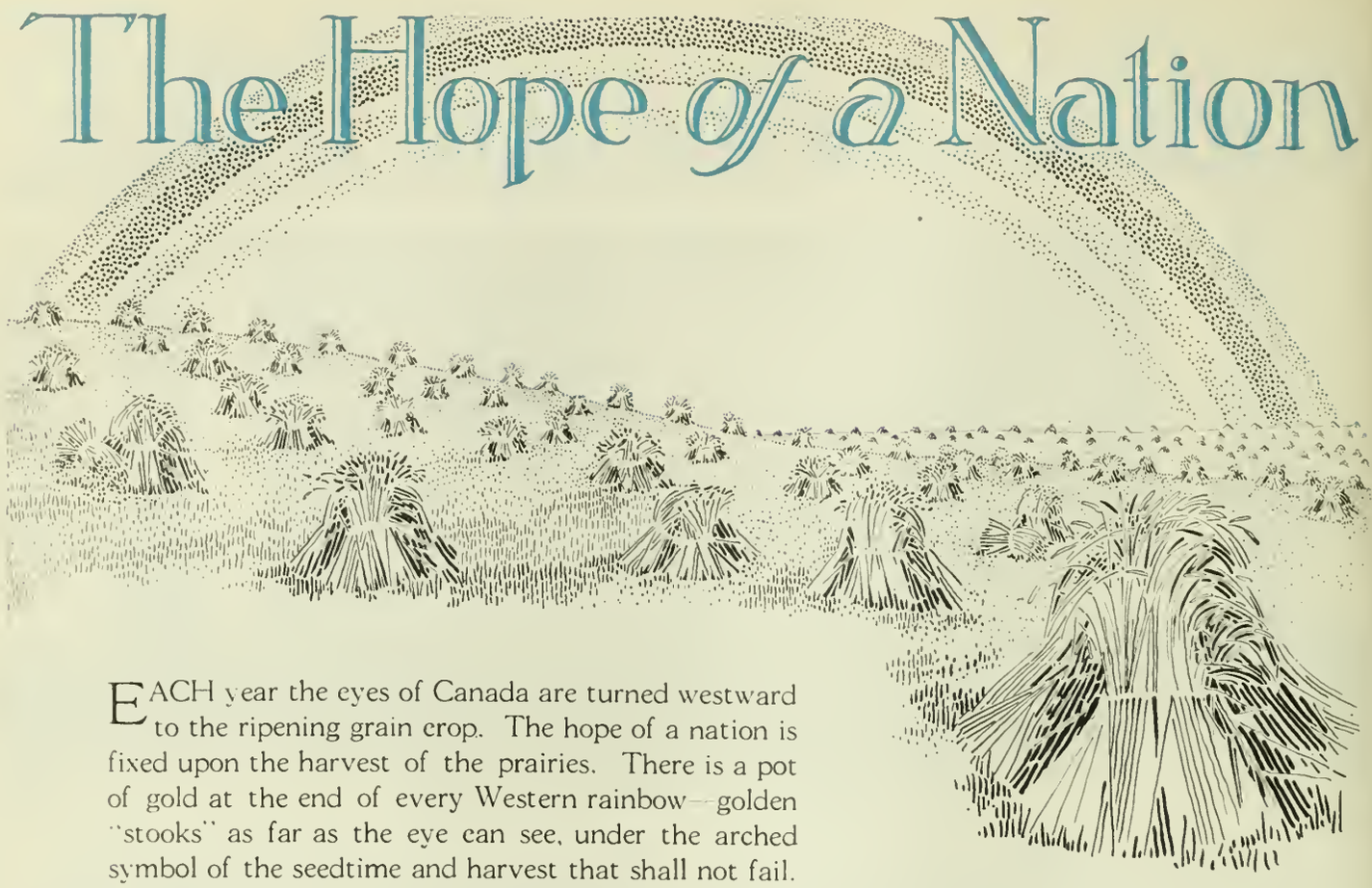
Ask us for complete details regarding the farm market as applied to your particular proposition

FARMERS' MAGAZINE

Canada's National Farm Magazine

143-153 University Avenue, - - Toronto, Canada

The Hope of a Nation



EACH year the eyes of Canada are turned westward to the ripening grain crop. The hope of a nation is fixed upon the harvest of the prairies. There is a pot of gold at the end of every Western rainbow—golden "stooks" as far as the eye can see, under the arched symbol of the seedtime and harvest that shall not fail.

But, growing with the grain, each year, in Western Canada, is another crop—a crop of rumours! One hears on every side that hail and wind and rust and drought are playing havoc in the fields; and until the chug of threshing machines succeeds to the whirr of the binders, the issue is always much in doubt. The prophets of blue ruin have added this year to their stock-in-trade of woes the peril of grasshoppers; but in spite of these pests, and the dry summer, the never-failing Western harvest in 1920 has more than exceeded expectations.

The West, as usual, has "come through," and there no longer exists a doubt that a good average crop, worth more in dollars and cents than any yield since the "bumper" crop of 1915 will be finally threshed and marketed. The Winnipeg Territory, always a "sure-fire" crop area, has been particularly fortunate this season, and the great family of Free Press readers have before them a period of unusual prosperity.

It is not generally known that the farmers of the three prairie provinces raise approximately eighty-nine per cent of Canada's wheat crop each year. The same territory grows fifty-eight per cent of the Dominion's oat crop; sixty-eight per cent of the barley crop and ninety-eight per cent of the flax. These figures are based on averages calculated from the official crop statistics of a ten-year period from 1910 to 1919, and it is safe to predict that Western Canada's proportion of this year's crop will be as high, if not higher than the averages here given. These figures explain the apparent paradox that the average Western Canadian is the world's wealthiest man.

Winnipeg · Free Press

Ask Any Advertising Agency

EASTERN REPRESENTATIVE: EDGAR J. GUY
302 ROYAL BANK BUILDING · · TORONTO

Open Book

EVERYWOMAN'S WORLD

shows monthly* average for six months ending June 30, 1920, as follows:—

Mail Subscribers (individual)	101,404
Net sales through newsdealers	2,224
Total Net Paid	103,628
Advertisers	780
Canvassers and samples	3,611
Total Distribution	108,019

*Statement to Audit Bureau of Circulation

Net Paid Circulation by Issues January to June, 1920

January	100,634
February	103,594
March	108,304
April	103,136
May	104,780
June	101,322

BY PROVINCES

Net paid circulation by Provinces based on issue of May, 1920:

New Brunswick	5,267
Nova Scotia	5,910
Prince Edward Island	2,157
Ontario	44,774
Quebec	8,858
Manitoba	7,304
Saskatchewan	9,970
Alberta	7,599
British Columbia	4,558
Newfoundland	2,551
British Possessions	1,268
Newsdealers	3,313
United States	1,241
Foreign	10
Grand Total	104,780

Canada's Greatest Magazine

Goes to the Purchasing Agents of More Than One Hundred Thousand Canadian Homes.

A Matter of Deep Conviction

The Big Three in the Maritime Provinces are

The Halifax Morning Herald
The Halifax Evening Mail
The Halifax Sunday Leader

UNLESS one has travelled through the Province of Nova Scotia and seen for themself the all-pervading and intensive circulation of The Halifax Morning Herald amongst the merchants, bankers and up-to-date farmers of the community, it is impossible to grasp the place which the paper occupies in the daily lives, yes, in the very affections of the people.

Remember most of these people pay $8.00 per year per subscription and that 70% of the circulation, in the country, is paid in advance; and the entire city circulation is paid in advance.

There are papers in Canada that have a very powerful influence in the territories where they circulate, but not one exerts this influence more effectively than does The Halifax Morning Herald in its territory.

It is this fact, and this fact alone that inspires the deep conviction we have concerning the value of The Halifax Morning Herald as an advertising medium.

We get lots of business for it and we get a tremendous amount for The Halifax Evening Mail) whose circulation is entirely concentrated in the City of Halifax), but we urge advertisers and their agents to pay more attention to The Halifax Morning Herald.

It is the very best advertising buy in the Province of Nova Scotia and trade will just as surely follow the use of it, as the day follows the night.

W. H. DENNIS,
Business Manager

The Halifax Morning Herald

Circulation A.B.C. Guarantee 11,333
Rate 7c per line flat

HALIFAX, NOVA SCOTIA

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIV, No. 13 TORONTO, CANADA OCTOBER 1st, 1920

HOW THE INCREASED RAILROAD RATES WILL AFFECT SALES PRACTICE

Raises the question whether time is not at hand for a thorough revision of sales practice and policy. To what extent can salesmen be spurred on to bigger production? Will there be bigger development of mail selling? How can selling cost be kept down? A timely discussion of a very present problem.

By Waldon Fawcett

IF the increase in railroad rates was a solitary and detached influence, injected, after due warning, in a tranquil merchandising situation, its effect might be discounted in terms of the slight chill that any advance in prices is supposed to impart to established demand. Under such circumstances, moreover, it might well come to pass that the promised improvement in transportation service, carrying with it, supposedly, an opportunity to depend more heavily upon freight facilities and less upon the costly express and motor truck service, would more than compensate for the mark-up.

As current history has it, however, this revision of railroad fees does not fall upon a normal and placid business community. Instead it comes, it may be suspected, in the guise of the proverbial last straw in a wearying series of additions to the cost of living. An irritated consuming public cannot be counted upon to accept its share of the new burden without more or less vigorous protest. And, yet more disquieting, is the consciousness that most everyday folks do not realize that their share of the rate rise means not only a proportion of the cost of the final journey of the merchandise purchased but, instead a quota of pyramided increases due to the circumstance that raw materials, factory equipment and commodities in process have all to pay higher fare on successive journeys ere the completed articles are despatched on the last lap.

If any considerable portion of the public has developed a spirit of resistance to the railroad increases, or has suffered a loss of enthusiasm for purchasing, it is obvious that marketers have a very real incentive to cast about for means to absorb all or a part of the new expense. It happens too, that in a different sense, but no less truly, this railroad revision is for sellers as well as for buyers, in the nature of a last straw.

Will Jobbers Be Passed By?

As has been said, if the railroad rate advance constituted the only jolt sustained by the selling machinery, it might result in no deviation in operation. But, for years past,—first, the upheaval of the war period, and later the distractions of the era of readjustment and reconstruction, have compelled the most conservative of producers to ask whether the time was not at hand for a thorough revision of sales practice and policy. The unrest on this score was eloquently attested, ere the railroad rate episode intensified it, by the effort in certain conspicuous quarters to eliminate wholesalers and jobbers and pass goods direct from producers to retail merchants.

To speculate with another "If," it might even be conjectured that the railroad rate increase would have brought no radical reaction in the field of advertising and selling, if the advance had been confined to freight tariffs or to freight and express rates. But when there is, to boot, a sharp increase in passenger fares and the charges for excess baggage, and a penalizing of Pullman travel by a disproportionate exaction, contact is established in a new environment. Translated, this means, that the marketing forces face not merely a swollen "overhead" in the handling, transfer and delivery of all commodities but likewise a downright addition to the cost of selling, due to an appreciable increase in the expenses of travelling salesmen. It is not too much to say that it is this higher cost of representation on the road that is doing more than anything else to shake up established promotion methods and distributive practice.

The logic that finds in the railroad rate increases an impulse for the displacement of jobbers or other middlemen is not difficult to follow. Heretofore, we will suppose that the antagonism of some manufacturers has been incited against jobbers mainly because of a suspicion that jobbers are showing more and more weakness for private brands and a proportionately diminishing enthusiasm for manufacturers' brands. But that has been a difficult charge to prove and consequently many manufacturers have hesitated about denouncing the jobber as a supernumerary, even though the idea of selling direct to final distributors has had its allurements. Now, however, if a matter of dollars and cents is to be injected on top of the other consideration, it may be the easier to regard the jobber as a fifth wheel of the commercial vehicle.

According to this school of agitation, whatever constructive work in distribution must be conceded to the jobber has now to be swallowed

up in the imperative necessity of saving money somewhere in order to deflect the blow of the new railroad levy. If a manufacturer does not stop to inquire into the increase into his bookkeeping expense and the extra burden on his shipping department, not to mention the increase in losses that may be expected with the handling of a large number of small accounts, he may figure, on paper, a very considerable saving by the elimination of the jobber. Furthermore the prospect is tempting because it seems to offer the manufacturer freedom from certain trade prerogatives upon which jobbers have latterly been wont to insist,—for example the so-called "guarantee against decline in price. To a manufacturer in the requisite frame of mind, it may well appear that a fraction of the sum, that he has allowed to jobbers, would, if added to his advertising appropriation, enable him to drop forthwith, one of the three links in the time-honored chain of distribution.

Or Are Jobbers More Necessary?

That the ruthless displacement of the wholesaler or other intermediary is any solution for the mounting costs of distribution is vigorously combatted by some manufacturers, and, of course, by all the jobbers. It is insisted, in rebuttal, that the only way to draw the sting of the higher railroad rates is to take advantage of the savings attained by quantity shipments. If carload orders are to be the rule and less-than-carlot shipments are to be reduced to a minimum, it, of course, follows that the services of jobbers must be enlisted to contract for carlots on the long hauls, breaking up these consignments into small units for distribution in each jobber's immediate territory. If the jobber is not to be accorded his place in the revised distribution scheme it follows, according to this school of thought, that there must be abrupt abandonment of the policy of small stocks and rapid turnover which have been urged upon independent retailers in all lines, of late years, as the only formula for competition with "chain" stores.

A yet more confident opinion in jobbing circles holds that instead of the increased railroad rates operating to shove the wholesalers off the mercantile map, the readjustment of sales practice will find jobbers, in many lines, more essential than ever to well balanced and economical marketing. The above mentioned higher cost of nomadic salesmanship is the basis of this premise. The argument runs somewhat in this wise: With travel expenses marked up sharply, the "factory representative" will become something of a luxury, at least to the marketer who is putting out small wares or specialties that are usually placed with the trade in small lots. The inclination in the new dilemma would be to have the factory representative "make" only the large cities and towns where the number of customers and prospects are numerous enough to keep the salesman fully occupied. But, on the other hand, to strike only these high spots on the trade routes means long railroad jumps, which is serious in the face of the new scale of travel prices.

For this predicament of the general marketer, the champion of the wholesaler recommends the jobber and particularly the local or district jobber who cultivates intensively a comparatively restricted territory. In this environment, goods get the benefit of personal salesmanship and demonstration without the expense of long-distance tours. Especially can expense accounts be spared undue tension if it is possible to dodge the over-night journeys that compel purchase of sleeping car accommodations at prices that are 50 per cent. oversize. It is claimed, moreover, that the conditions of carrying samples are, such that jobbers' salesmen may more readily reduce per capita costs by taking on the representation of additional lines of goods than can the factory representative.

Fewer Sample Trunks?

Whatever the distribution of selling responsibility between factory representatives and jobbers' salesmen it is a safe guess that one effect of the new rates, particularly the increase on "excess baggage," will be to cut to the bone the quotas of samples sent on the road. For some years past shrewd marketing managers have been hammering down, in so far as could be done without loss of efficiency, the number of sample trunks carried by each traveller. Now there is incentive to carry the good work farther and to seek to cut down the weight of the empty trunks as well as the contents. Where graphic photographs can be employed instead of samples, that course will be followed by not a few sales managers and tentative plans have been made in some offices to dispense wholly or partially with the services of travelling salesmen and to send "on tour," instead, portfolios of colored photographs.

Higher railroad rates seem bound to change in one respect or another the relations between producers and distributors. It appears even more certain though that there will be reallignments in the contact between manufacturers and ultimate consumers. There is no question but what, sentimentally, the advance in railroad rates is persuasive to mail-order merchandising. Moreover, it has set up two separate and distinct influences to this end.

More Buying By Mail?

First, the rural and small town residents who have been wont to make "shopping tours" to near-by cities at regular or irregular intervals, cannot, in the face of the higher cost of travel, delude themselves with the idea that they get lower prices or better value in the big city shops. By the same sign, suburban residents who will continue to depend upon department stores and specialty shops for important purchases will make trips into the city less frequently and an increased proportion of their trade will go to the outlying stores.

Second, is an influence that is even more pervasive, namely, the moral effect of an opportunity to obtain the transportation of goods "at the old price." To buy by mail is bound to, in the eyes of many a citizen, commend itself as a way to beat the railroad increases. To be sure, the mail-order patron, would he only stop to realize it, is paying, in any event, his share of the new freight bills on raw materials, fuel, etc. But he does not stop to realize it. Instead he only discerns a widened gap between the postal package rate and the express rate. No one can predict, of course, what postal readjustments may be necessary, but it may be accepted as inevitable that, so long as parcel post rates are lower than other forms of transportation, or so long as parcel post rates advance more slowly and out of line with the other rates, just so long will there be instinct on the part of many persons to buy by catalogue.

Greater Reliance on Advertising

It requires no deep study of the situation to surmise that the shake-up in sales practice, resultant from the railroad upheaval, is bound to act as a stimulant to advertising. Indeed, in the case of many a firm, an overhauling of advertising policies is likely to be the heart of any readjustment that may be impelled by the new price lists put out by the railroads. Such is the dependency, in some quarters, upon advertising to cope with the present dilemma that there is a feeling that the added service required of "silent salesman-

ship" will do much to counterbalance the increased cost of advertising, due to prevailing paper quotations, latter-day labor costs, etc.

Advertising is counted upon as an antidote for the railroad's pound-of-flesh both in selling to distributors and to ultimate consumers. There are lines, supposedly, where no amount of advertising will compensate for the firsthand effort of travelling salesmen, but to whatever extent advertising will reduce the work and the time required by salesmen in signing up the trade it is an instrument of economy. Just in proportion also as a marketing interest has to, for the sake of satisfying the railroads, pull travelling salesmen off the road, skip towns in itineraries, or otherwise neglect the retail trade, will the advertising to ultimate consumers come to play a bigger part in putting goods on the shelves as well as in moving them off the shelves. The less the personal effort that can be expended to "sell the trade," the greater the dependency on the pressure of consumer demand to compel listless retailers to stock the wanted line.

Some odd cross currents of trade are counted upon by certain shrewd observers to develop as a result of the increased costs of merchandise distribution of which the railroad increase is the latest manisfestation. One theory, in this wise, is that national or general advertisers may find it necessary to put on extra steam in order to counteract "Buy at home" movements. This is based on the belief that one sequel of the railroad increases will be found in local or territorial agitation in various sections in behalf of patronage of home industries. That spirit has already manifested itself in various communities, for example, on the Pacific Coast, and it is realized that if the propagandist for this cause can point to a real or supposed saving on transportation bills as a reason for the purchase of goods of local manufacture he has something tangible on which to base his selling talk. It may well be that this spirit, should it spread, may require special treatment at the hands of marketers whose welfare is dependent upon continent-wide distribution.

Encourage Advance Orders

Certain revisions of sales practice that are counted upon to ensue in consequence of the higher cost of transportation will be distinctly to the advantage of producers, importers and manufacturers. Most significant of these is the inducement, henceforth to be offered to all distributing interests, wholesale and retail, to not only place orders long in advance but likewise accept deliveries well in advance of actual need. It is patent that if goods are to be shipped by railroad freight service instead of by express, or are to be transported (where circumstances permit) by water instead of by rail in order to keep costs down to bed rock, it will be necessary that the start from a distant factory be made in ample season to allow for supposedly slower transit. Anticipation of needs in this wise, in order to minimize transportation expense, is counted upon to permit manufacturers to lay their plans far ahead and to better distribute factory operations. Incidentally, encouragement of a policy of forehandedness in stocking goods should reduce to some extent the cancellations that can be a plague in certain lines.

One conundrum that the railroad increase has propounded must, apparently, wait upon the passage of time for its answer. It is: if the higher cost of travel curtails the road representation of leading sellers, will there be an increasing disposition on the part of buyers to go to the trade centers to make their selections? One view holds that the proposition is as broad as it is long; that is to say, that the high charges that keep commercial travellers at home to shorten their swings around the circle, will likewise operate to keep buyers at home. There is, however, an opposing theory that if buyers feel themselves out of touch with the market because of less frequent calls by travelling salesmen, they will be more than ever impelled to visit the focal points of trade for the seasonal "style shows," "furniture expositions," etc. This last logic goes farther and apprehends that one result of the new conditions will be to give greater prominence to the trade exhibition as a feature of the trade convention.

More Group Selling

The incentive that the railroads have supplied to marketers to cut out wastes in selling is calculated to encourage larger "families" of products and to tempt recourse to "full line forcing." The more numerous the members of a "family" of related products, the lower, manifestly, the per capita cost of selling and the better the advantage to which carlot or quantity shipments can be arranged. The same considerations of economy in transportation arrangements, are calculated to influence merchants in lines such, say, as farm implements, to take on the "full line" of a manufacturer or producer with whom relations have been established on the strength of "leaders."

Some of the disciples of price standardization or "resale price fixing," so called, assume to see, in the new twist of the transportation situation, a fresh argument for the fixing and placarding of retail prices by the manufacturer. They reason that the railroad increases are certain to engender additional friction between retailers and ultimate consumers, already sensitive regarding the high cost of living. It is not the naked increase in the cost of a single freight haul that the ultimate consumer is called upon to pay that will rankle but the total of pyramided tolls and the interest on the larger investment locked up in distribution. Not being "sold" on the justice of the cumulative cost, the individual who pays, pays with ill grace. Hence, argue the advocates of uniform prices, it would ease the situation if manufacturers and national advertisers, in whom the public has confidence, could, authoritatively, place on their goods resale prices which they could proclaim, on the basis of intelligent investigation and good faith to afford no more than a fair, reasonable, live-and-let-live margin for the retailer.

❦ ❦ ❦

Now that the Imperial Press Conference is over the average man is wondering what all the fuss was about. If anything was accomplished worth so much planning, expense and entertaining, few people seem to be aware of it. Yet these excursions are promoted and the expense justified on the ground that it is "good advertising."

❦ ❦ ❦

Mr. J. B. Rathbone, who for some years has had charge of Toronto and Eastern Ontario advertising for a number of prominent daily and farm publications, will in future have entire charge of the foreign advertising for both Toronto and Montreal for all publications which he represents.

A Montreal office was recently opened in the Transportation Building, providing added facilities for the purpose of relieving the respective local advertising departments of the burden of a dual task, and to render to the advertising agencies and general advertisers a direct personal service and a ready source of information.

❦ ❦ ❦

The British America Paint Co. Ltd., of Victoria, B.C., has announced the appointment of W. R. Herbert as general sales manager. He has been sales manager in charge of the prairie division for several years.

❦ ❦ ❦

The Master Cleaners' and Dyers, Association is conducting a co-operative advertising campaign in the Toronto dailies, through Norris Patterson Ltd. advertising agents.

HOW A LIFE INSURANCE COMPANY "CASHES IN" ON ITS ADVERTISING

The press advertisements produce some direct leads; other means are adopted for getting additional leads and helping the salesmen develop and close his prospects.
Based on an interview with

CLIFFORD ELVINS,
Advertising Manager, The Imperial Life Assurance Company, Toronto

WHEN the Imperial Life Assurance Company of Canada seven years ago launched the advertising campaign which it has continued ever since in the metropolitan daily newspapers and farm journals throughout Canada and Newfoundland, it started something.

While not the first advertising to be done by a life insurance Company, even in Canada, it was the first to adopt the modern style of copy and display, and is regarded as the first serious attempt to make advertising space actually sell life insurance policies.

It was also the first advertising campaign of any extent to be undertaken by a Canadian company. And the copy, institutional in type, was quite unlike what had formerly been used for life insurance publicity. For these reasons it attracted attention far beyond what the extent of the campaign and amount of money expended warranted.

The space used at the outset was six inches double column size. After the advertising had been running a couple of years, fifty-two of the advertisements were reproduced, one to a page, in a booklet entitled "52 Reasons for Life Assurance." The purpose was to preserve the series of arguments for life assurance in more permanent form and to stimulate a greater interest in and use of the Company's advertising by its salesmen.

This booklet was supplied to salesmen as other booklets, pamphlets and folders have been furnished to life insurance agents from time immemorial, for use as literature in interesting prospects.

One salesman in Western Canada got the idea that if he *loaned* a copy of this booklet to his prospect, instead of giving it to him, he would get better results. And so it turned out. The book was "loaned," making it necessary for the salesman to call again, and leaving the prospect under a sense of obligation to read it meantime.

This novel use of the booklet was widely commented upon at the time in financial and insurance publications in the United States and Canada, and even as recently as last July, *Printer's Ink Monthly* referred favorably and at length to the idea. The plan was recommended to other salesmen, some of whom adopted the method successfully. Many others, especially those located in the bigger cities, did not succeed with it. This was explained by the fact that the book was a comparatively insignificant and inexpensive looking one, paper-covered and pocket size, and not appearing of any such value as to justify its being given out merely on loan.

The plan has therefore now been elaborated by the Company, in getting out a new book reproducing a number of later advertisements. The older six inch double column advertisements had been dwarfed into insignificance by the orgy of large-space advertising in which so many advertisers have indulged during recent years. So several years ago the Imperial Life adopted the use of nine inch three column copy, with occasional larger advertisements. A hundred and one of these larger size advertisements have now been put in the form of an elaborate canvassing book entitled "One Hundred and One Reasons for Life Assurance."

This book is about 9 by 12 inches in size, bound limp in "Kowide," imitation leather cover, printed in two colors and richly embossed. The advertisements are printed one to a page, as in the former book, set off by a background printed in a tint color. As a footnote to each advertisement each page carries a briefly stated fact respecting the Company or its policy contracts—thus preaching the gospel of life insurance and the service it is capable of rendering as well as emphasizing the distinguishing features of The Imperial Life. Altogether it is an impressive publication and as such makes up the deficiencies which handicapped the use of the former booklet in the opinion of many of the salesmen.

Only a sufficient number of these new books have been printed to provide about one copy for each of the Company's salesmen. And it is *sold* to them. This is calculated to impress the salesmen with the value and costliness of the book, for life insurance salesmen are not accustomed to being charged for selling helps or literature of any kind. This plan was decided on, however, because it was felt it would result in better use being made of the books.

The idea seems to have had the desired effect. The salesmen are keenly alive to the value of the plan, for one-third of them had ordered copies in advance of publication, some purchasing two and three copies each, doubtless with the intent of having the two or three copies all "on loan" and at work at the same time. The August issue of *The Agents' News*, staff house organ of the Company, announces the publication of this latest sales aid to the salesmen, and explains its use as follows:

EXPERIENCED fieldmen tell us that they find it easier to get a prospect's favorable attention if they have something to show him. It so happens that this is a case of actual experience establishing the correctness of scientific theory for careful experiments made by competent authorities have shown that it is ten times as easy to gain attention through the eye as through the ear.

The man selling a commercial commodity is able to show to his customers samples of the actual article he is asked to buy. At least he is able to show an illustration of it. In this way, he gets his prospect's attention by the easier route—the eye. Ordinarily a salesman of a service, such as life assurance, on the other hand has to win his prospect's favorable attention by the more difficult route—the ear.

A desire to place in the hands of our fieldmen something which will enable them also to appeal through the eyes of their prospects, as well as through the ear, is one of the reasons which prompted the preparation of the new Imperial Life canvassing book entitled "One Hundred and One Reasons for Life Assurance."

Besides the usual alphabetical index the book contains a classified index in which the different advertisements are arranged under sub-headings showing the particular application of life assurance protection with which they individually deal. And then there are three

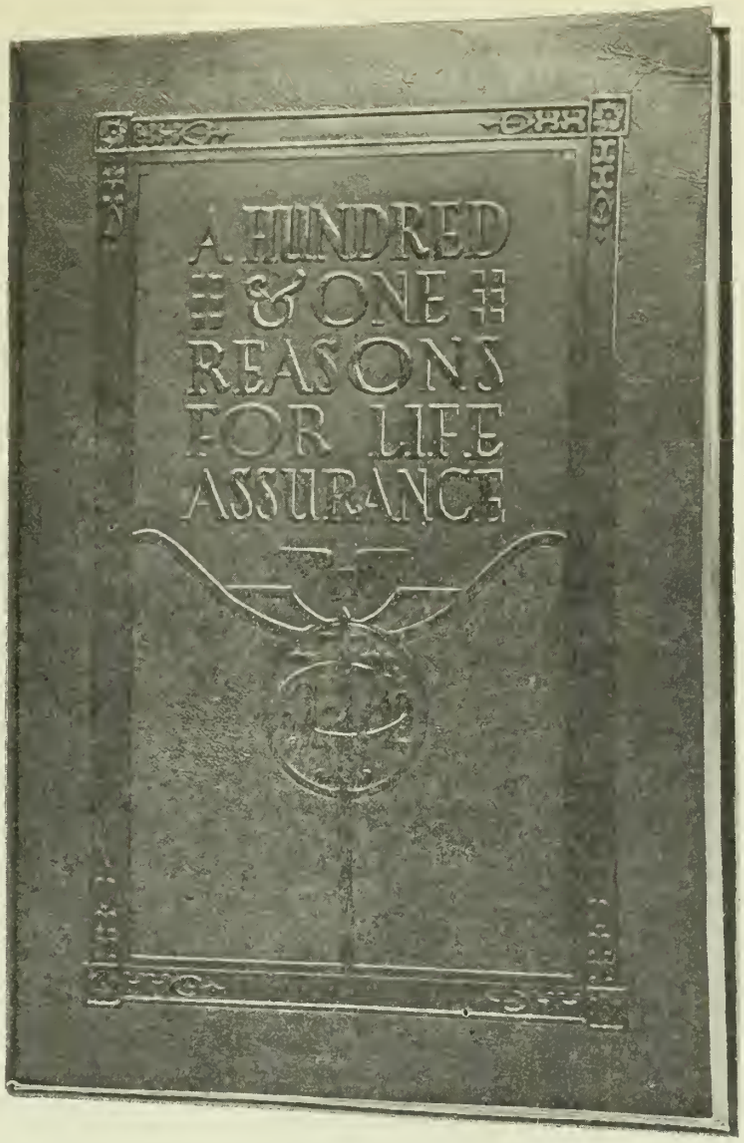
blank pages which were provided at the suggestion of some of our men who want to use these pages for the autograph signatures of their prominent policyholders.

There are many ways in which you can make this book render service to your direct profit.

For instance you can use it as a means of gaining—through the eye—the favorable interest and attention of your prospect when you call upon him for the first time.

You can lend it to your prospect for leisurely perusal if during an interview you sense the fact that you have not his whole hearted attention. In doing so you give him something tangible which he can see—something which he can handle. And in most cases he will read some of it, if you impress upon him that the book is of value to you and must be returned. In loaning it, in this way, be sure to set a definite time—the following day, if possible — when you will return to get it back. This gives you a return call at a time when you can safely assume his interest in life insurance will not fail to take advantage of the opportunity thus provided.

You can use the book as a lexicon of sales arguments. Much thought has been given to the preparation of the different advertisements and you will find their text matter forceful and effective when embodied in a personal sales talk, or in a sales letter to a prospect. Master these presentations by carefull study of the advertisements. It will pay you handsomely in the way of increased business.



Characteristic of the enterprise of the Imperial Life Assurance Co., and of the exceptionally high standard of all its advertising, is this latest book, prepared for salesmen's use in accordance with the plan described in this article. The book itself contains probably the finest collection of life insurance advertisements yet published in any country.

Only 500 copies of this book have already been sent out to agents who ordered them in advance. Additional orders are coming in rapidly and the remaining stock will soon be exhausted. You may secure copies of "A Hundred and One Reasons for Life Assurance" from your Branch Office at the nominal price of $2.00 a copy, if you order at once before they are all sold.

You will find the purchase of one of these books an excellent investment. It will pay you big dividends in the way of increased commission earnings—provided only that you use it intelligently. Some agents have ordered more than one copy so they may keep one or more on loan among their prospects all the time while they at the same time have a copy to carry with them and use in their personal canvass.

Salesmen who have purchased copies of the new book are most enthusiastic and many letters received pronounce it the most effective life insurance selling help the writers have ever seen. Those who had not ordered in advance are rapidly coming forward with their orders now—with the book just out of the bindery, and although its distribution is to be confined absolutely to the Company's own organization it seems likely that a new edition will be required before the end of the year to satisfy the demand.

The book will give most outsiders the impression that it was put together for the information of the Company's field representatives. A foreword from the managing director is addressed to the salesmen, beginning: "As a representative of the Imperial Life, it is your privilege to advise your clients from time to time in one of the most important business transactions into which the average person enters during his entire lifetime. . . . The advertisements in this book show the application of Life Assurance to a wide variety of human needs for protection. Become throughly familiar with them, and you will be better qualified to safeguard the interests of those from whom you seek business."

This fits naturally into the idea that the book is intended for and belongs to the salesman and is loaned to the prospect because it affords popular presentation of many phases of life insurance protection. The prospect will see again, at leisure, many advertisements which have caught his attention in the press—and many others which had escaped his attention. And, instead of seeing one advertisement at a time, he gets them all at once—a sort of massed attack with ammunition embracing a wide range of appeal. It will undoubtedly prove a wonderfully effective selling implement.

The press advertising produces frequent inquiries from interested prospects, and these are referred to the nearest representative. Many booklets and pamphlets are also published and carefully distributed with the salesmen's co-operation. These are invariably of a high order, from the literary, advertising, art, and printing standpoints. The super-excellence of Imperial Life literature must contribute greatly to the impression made on a prospect.

Special folders, most effectively illustrated and printed and aimed to draw inquiries from interested persons are also issued at intervals and mailed to selected lists of prospects for agents who are willing to co-operate in this sort of effort. On several occasions, these mailing folders have been sent to special classes of prospects coincident with the appearance of certain of the newspaper advertisements featuring policies having a special appeal to such people, and the direct business resulting has amply demonstrated that advertising, when rightly handled, can be a real selling force in life insurance, as it has been in so many other businesses.

The experience of the Imperial Life offers a striking illustration of the maxim, particularly applicable to advertising, that "what is worth doing, is worth doing well."

* * *

Norris Patterson Ltd. are sending out advertising for Vox Pastiles, manufactured by Vox Chemical Company, Montreal, to a general list of papers.

A.B.C. DIRECTORS MEET IN TORONTO

First time of meeting in other than New York or Chicago. Recognizes international character of organization. Regular meeting, routine matters discussed. Confer with Canadian Advisory Committee.

FOR the first time since the Audit Bureau of Circulations was organized six years ago the Board of Directors was brought together for its regular meeting in a city other than Chicago or New York, when the members of the Board met in Toronto on Friday and Saturday, September 17th and 18th for their last session prior to the Annual Meeting in Chicago on October 15th.

Toronto is a logical centre for their meetings, as was realized when they got here, and the wonder is that it was not thought of before. About halfway between New York and Chicago it is as convenient as either place to a majority of the Directors and more convenient to some. This was recognized, as was also the international character of the organization, in calling the Board together at Toronto—and it is likely that occasional future meetings will convene in Toronto for the same reasons.

The meeting was a regular one at which current matters requiring action by the Directors were presented. Various questions were discussed preparatory to presentation at the Annual Meeting next month. Manager Clague reported the total membership as 1478, and hoped to pass the 1500 mark within the next month.

A previous resolution of the Board making it mandatory for magazines and farm papers to show exact percentage of renewals was rescinded. It was also decided to require percentages of distribution according to size of localities in fewer classifications. A proposal that no application be considered from any publication less than one year old was rejected, as was also a suggestion that free and service copies be not credited as circulation. There was some discussion regarding circulation secured by so-called sheet-writers, and it was decided that where original orders of subscribers could not be shown the Bureau's method of checking the bona fides of subscriptions by securing verification from subscribers be continued.

Canadian Advisory Committee Appointed

A Canadian Advisory Committee was appointed, consisting of Wm. Findlay (Toronto *Globe*), Chairman; B. H. Bramble (Canadian Chewing Gum Co.); W. G. Steward (Goodyear Tire & Rubber Co. of Can.); A. D. Cridland (Canadian Kodak Co.); W. M. McCurdy (Winnipeg *Free Press*); Geo. F. Chipman (*Grain Growers' Guide*); J. J. Gibbons (J. J. Gibbons Ltd.); I. Simmons (Continental Publishing Co.); and W. A. Lydiatt (Marketing).

The Directors entertained members of this Committee at dinner on Friday evening when matters peculiarly affecting the Canadian situation were discussed. Mr. Clague announced that it had been decided to undertake an educational campaign to acquaint more advertisers with the work of the Bureau so that there would be a more general appreciation of the advisability of showing preference for A.B.C.-audited circulations.

He submitted a summary which showed an enviable record for Canadian publishers as regards A.B.C. membership, excepting only in the field of trade and technical publications. In the daily newspaper, magazine and farm paper fields audited reports were available covering nearly 90% of the available circulation. The situation with respect to daily newspapers having 3,000 or more circulation, for example, is as follows:

Province	Total Paid Circulation A.B.C. Members	Est. Gross Circulation All Non-Members	Percentage Daily Newspaper Circulation Audited
Alberta	77,406	None	100%
British Columbia	166,700	3,000	98.25%
Manitoba	106,908	13,000	71.32%
New Brunswick	27,666	34,765	44.31%
Nova Scotia	56,321	13,934	80.17%
Ontario	846,699	56,718	93.72%
Prince Edward Island	7,505	4,600	61.91%
Quebec	408,821	70,833	85.23%
Saskatchewan	76,139	None	100%
	1,774,171		
Arrears over 1 yr.	16,617		
Total	1,790,788	226,849	88.75%

Present at the Toronto meeting were the following directors and officials: L. B. Jones, Advertising Manager Eastman Kodak Co., Rochester, President; Stanley Clague, Managing Director; Wm. Laughlin, Advertising Manager, Armour & Co., Chicago; E. R. Shaw, Chicago; B. H. Bramble, Advertising Manager Canadian Chewing Gum Co., Toronto; F. R. Davis, Advertising Manager, General Electric Co., Schenectady, N.Y.; O. C. Harn, Advertising Manager National Lead Co., New York; P. V. Troup, Lord & Thomas Advertising Agency, Chicago; Thos. A. Beck, Crowell Publishing Co., New York; Henry W. Schott, Advertising Manager, Montgomery, Ward & Co., Chicago; Mason Britton, McGraw-Hill Co., Inc., New York; and E. W. Chandler, Chief Auditor, A.B.C., Chicago.

In an interview given to *The Globe* following the meeting, Mr. Clague emphasized the necessity for higher subscription prices.

"Can you point to any other business," he said, "where the finished product is sold for less than the cost of raw material? And yet, with but few exceptions, the subscribers of the daily newspapers of Canada pay less for them than the publisher pays at the mill for his newsprint. The advertiser, therefore, is saddled not only with the whole cost of news services and publishing, but with a generous portion of the newsprint costs as well. The proposition is not fair; it is not good business.

"The cry for circulation, more circulation, and yet more circulation, on the part of the publishers, under the impression that advertisers demand it, irrespective of how that circulation is secured, is the one which needs remedy.

"In this craze for 'careless' circulation on the part of publishers, business principles seem to be lost sight of, and the most remarkable part of the whole thing is not only the waste of paper, but the resort to every conceivable form of circulation-grabbing which may add a few thousand to the paper's figures.

Should be Five-Cent Papers

"I believe that the solution of the problem is to increase the price to something near the equivalent of its value. Newspapers that are sold at two cents to-day should be sold for five cents. In the United States there is a marked movement in this direction. In the South and in the Northwest I believe the majority of the best papers in that territory are sold at five cents. I believe that the day is not far distant when every worth while daily paper will sell for five cents, and the yearly subscriptions accordingly.

"And right there is a most important part of this reform. Nothing is to be gained by raising the single copy price of a paper in the city to five cents and then selling thousands of copies at a ridiculously small monthly or yearly rate, either through newsagents or to subscribers.

"Such a policy naturally would tend toward a reduction in circulation, and some publishers may fear that this reduction would mean reduction in

(*Continued on page 601*)

Predicts More Extended Use of Daily Newspaper Advertising

The Royal Securities Corporation maintains an unusually well-equipped statistical and publicity department. It is continually investigating and analyzing practically every phase of Canadian business life to establish a correct reading of the barometer of economic conditions in Canada.

Its responsibility in accutately determining present conditions and of forecasting the future, is governed by the vast amounts of Canadian securities which it sells almost entirely to the Canadian people.

In its August circular to investing customers the Royal Securities Corporation says:

"It has to be borne in mind that commodities and services which are advertised form a constantly increasing proportion of the total of commodities and services consumed to-day by the American and Canadian public. Competition between these various goods and services is exceptionally keen, and is carried on in many cases almost wholly by means of advertisement. The advertiser has been habituated to the use of much larger space and the expenditure of a larger proportion of his revenue upon advertisement, and is regularly finding this expenditure profitable. The advertising method of certain new and important industries—the motion picture, the automobile, the mechanical musical instrument, the patent food—are affording a lesson to industries hitherto more "conservative", and are in fact compelling them to follow suit. The list of industries which are already beginning to learn this lesson, and which may be confidently looked to for a great increase in their advertising expenditure in the future, is long and growing: it includes railways, steamships and hotels, book publishers, banking and insurance companies, educational institutions, churches, entertainment purveyors of every kind, and a score of others.

"This increase in the cost of newspaper space is being largely compensated for by greater skill and intelligence in the use of it, thanks to improvements in the science or art of advertisement designing. In addition, advertising space, measured in terms of other commodities is ACTUALLY CHEAPER than it was before the war, its money price haven risen less than the average item in the cost of living."

Among the financial advertisers of Canada, Royal Securities Corporation is in the first rank, both from the standpoint of the skill with which its sale campaigns are planned and executed and of the extensive use it makes of the columns of leading daily newspapers. Few advertisers are capable of speaking with greater knowledge.

The use of Daily Newspaper advertising ***is*** going to be extended to lines of business not advertised now. It ***is*** going to be increased in lines now advertised. The competition of the future will not be felt so much between advertisers as by those who fail now to make the public familiar with their products by name, by quality, and by the uses to which they may be put.

In the Toronto and Ontario field—the richest and most productive market in all Canada, and the Dominion's greatest newspaper publishing centre—the general advertisers recognize The Globe as the Predominating Medium. Proof will be submitted to all advertisers who desire it.

The Globe

TORONTO

KIRKWOOD'S LETTER FROM LONDON

Why imitations of American publications have failed. A printer whose business has been built with his own "Medicine." A newspaper man who regards advertising with abhorrence. Laziness one result of advertising. Getting publicity for the new "Empress of Canada," and other topics of interest to Canadian business men from

JOHN C. KIRKWOOD
MARKETING'S British Correspondent

WHEN *Nash's Weekly* and *Pan*, two British periodicals, made their first appearance several months ago I recorded the fact in one of my letters to MARKETING. I said that *Nash's Weekly* was a feeble imitation of the *Saturday Evening Post*, and *Pan* of New York *Life*.

In the months since *Nash's Weekly* has had three owners. It began as a 6d. weekly; then its price went to 9d.; now it is again 6d. Its new size is much smaller than its original size.

Pan began as a weekly and trumpeted its advent widely and loudly. It has ceased publication as a weekly, and is now appearing monthly. As a weekly the obvious inference is that it failed. Its failure, it is said, was due largely to the nature of its contents: they were offensive to many people. It aimed to be an ultra-smart weekly, and the publishers assuredly felt that they could "put it over" on the public. Men who bet against public opinion, public taste, and the public's ability to estimate intrinsic worth usually get licked.

In my judgment neither of these two publications met any real need of the public. But the same can be said of many other post-war British periodicals. Also a spurious *Saturday Evening Post* is not a very good article to take to market; neither is a publication that is not fit to lay about homes where innocence is, or is desired.

About the time when *Pan* appeared, came out *Eve*, a monthly magazine of good class, and very superior as an example of the arts of typography and illustration. Its success was pronounced, so much so that its publishers were led to bring it out as a weekly, and I understand that it is doing very well—at a shilling per copy.

BRITISH EDITING

Replicas of the *Saturday Evening Post*, the *Ladies' Home Journal*, and other successful U.S.A. magazines, have been attempted frequently in Great Britain, and failure has attended every effort. There are various explanations. One of them is, in my judgment, the deficiencies of British magazine editors. My criticism of them is that they do not give the public what the public wants, but what they themselves want to give the public—and the British public, like other publics, won't eat what it doesn't like.

For example: no British magazine editor, so far as I have knowlege, has made any real effort to provide the British public with a type of story familiar to readers of the *Saturday Evening Post*, namely, the business story. This type of story—of Wall Street, of newspaper enterprise, of railway building, of mining, of lumbering—does not appear in British magazines. Yet they are stories that all ages read with zest.

One is quite safe in saying that material for the business type of story, such as Peter Kyne, Stewart Edward White, Maximilian Foster, and many, many others, contribute to American magazines, exist in mountainous quantities in the annals of British trading, financial and manufacturing enterprise. So far no British writer known to me is producing this type of story, so British editors are not getting this type of story. But it is for editors to inspire or initiate the type of stories which the public will read. So I am critical of the British magazine editor.

Some years ago the editor of the *Ladies Home Journal* sent me, at my request, an analysed statement of the correspondence received in one year by the editorial departments of this magazine; they totalled over 450,000! Over 1500 a day! These letters were an index to the editor-in-chief as to what was interesting to readers; so he knew what to provide. But what British magazine editor knows the heart and mind of his readers so intimately?—and without knowing his readers' hearts and minds no editor can be the efficient editor.

So many of us want to be editors! We are burning up with editorial enthusiasm. We dream all sorts of publications *which would be interesting to ourselves*. We hope,—we do not know, and perhaps do not enquire—that what we would print would be equally interesting to a hundred thousand others. All we do know is that 20 or 30 persons with whom we have talked have encouraged us to go ahead with our dreams. Perhaps we may have money of our own to lose; perhaps we have access to other people's money; but, somehow, we get our publication started, and all is joy for a month or two. Then the shock comes; the public is not buying our glorious magazine, nor are advertisers responding to canvassers of them. The meagre money at our command becomes consumed, without restoration. Soon there is a new grave, unmarked, in the Cemetery of Disillusions.

This reminds me of a very enjoyable story by Phillip Gibbs—now Sir Phillip—written before the war, when he was more or less an obscure person. It is called "The Street of Adventure," and is a story of Fleet Street of 10 years ago, and of *The Tribune* newspaper—a newspaper that lasted but little more than a year. If any of my readers interested in stories of publishing enterprises will read "The Street of Adventure," he will have some enjoyable hours. Here is one British story of the type whose general absence I lament.

A PRINTER'S SALESMAN

Recently I have been having contacts with a firm of printers whose business—one of magnitude—has been built up without a flesh-and-blood canvasser. Its spirit of bold enterprise is embodied in one of the principals. His associates are cautious and conservative.

The bold director is a lover of fine typography, and the work of his firm demonstrates this love. This man showed me two things in the course of preparation, at a cost for each of $3,000, which will go out to 12,000 British manufacturers and business houses. Everyone of these printed solicitors, sent out in the past, has attracted new customers, whose immediate and subsequent orders have wiped out the $3,000 cost several times over. Yet the cautious and conservative directors grouse each time it is planned to spend another £600 to make a canvass for business!

There is reasonableness in a printer's use of printed matter to sell

The 6th Anniversary and Seventh Convention of the A·B·C·

(AUDIT BUREAU OF CIRCULATIONS)

will be held at the Hotel La Salle Chicago

October 14th & 15th

NINETEEN·TWENTY

Departmental meetings will open at 2 p.m. Thursday afternoon, October 14th. The business session begins promptly at 10 o'clock Friday morning, October 15th. Election of officers Friday afternoon at 2 o'clock.

A reception and Banquet under the auspices of the A.B.C. and A.A.A.A. will be given in the Ballroom of the Hotel La Salle, Friday night at 7 p.m., and will be the occasion for the formal inauguration of the national movement for the permanent American Merchant Marine.

AUDIT BUREAU OF CIRCULATION

202 S. State Street, CHICAGO, ILL.

for him. His whole preachment is: printed matter will sell the merchandise it advertises. So when a printer uses printed matter to sell printed matter he is taking his own medicine

In England—and the same is true for Canada—the great majority of printers do not use printed matter to sell their own service. They rely on biped canvassers, and, generally, on their attractive estimates or on the bond of union already established. As against this practice I cite the case above. This firm has built up a national business, on the quality of its work, with firms with many of which there is no personal or direct contact, except by way of the mails, and obtains prices which are non-competitive.

I commend to Canadian printers doing fine work the practice of the British firm of which I have written.

Prideful Ignorance

At a press dinner which I attended the man sitting beside me was the representative of a London newspaper read by Society, with a capital S.—a very fine newspaper crusted over with traditions. I remarked to my table mate on a particular thing which his paper is doing to build up advertising revenue—nothing less than a very excellently produced house organ, which has been appearing monthly for quite a year. I was looked at blankly, for what I was saying had no meaning to the man beside me—he was totally and proudly unaware of this particular activity of his own newspaper.

This man is on the editorial staff of his paper and is glad of it. He regards advertising with abhorrence. He never buys, so he says, advertised-things, which by the mere fact of advertisement are tainted with inferiority and become loathsomely common.

I really found it refreshing to meet a man with such views. One goes to the Zoo to see strange creatures, but occasionally one meets them elsewhere, out of captivity. One thing my table companion said which I hope to remember, and wish to pass on. It is "Happiness comes from within, not from without." This is true, yet millions of us are seeking happiness outside ourselves. If only we could learn that happiness is in inner things, many of us might be happier.

The Parent of Laziness

Since I am in a reflective mood, I wonder if I may dare to say some heretical things. It was another dinner table talk, and I remarked that the fruit of advertising is laziness. This was challenged.

Think of the multitude of things that are advertised which are designed to lessen human toil and effort. Here are some of them; stainless steel cutlery, washing machines, prepared soups, motor cars, bicycles, player pianos, gramophones, motor boats, fountain pens, linoleum, readi-cut houses, cooked cereals, computing scales, adding machines, passenger elevators, ready-mixed paints, tinned foods, cooked meats, bakers' bread, cut tobacco, kitchen cabinets, vacuum cleaners, paper towels, coffee essence, electric fans, motor tractors, ready-made clothing, mechanical ironers, self-binders, multishear plows, feed and litter carriers, milking machines, and so on.

Many of these things are designed, it is affirmed, to save our time, but what does this avail? The more time we have, the more are multiplied the consumers of time. Instead of the modern man or woman or household having more leisure as a consequence of time-saving devices, we are busier than ever—infinitely busier than were our grandparents and great grandparents. There is less time to-day, according to common belief, than ever before. The more our work is done for us by mechanical helpers, the less inclined we are to exert ourselves. That is, we grow in laziness. We do not use the strength and effort and time which advertised things save us in gainful employment, such as self-culture, or social occupations or reflection. Rather do we give our saved time, strength and effort to employments which but tend to exhaust us, make us more self-indulgent, and perhaps, more gross and vicious.

Modern farming is declared to be an unattractive employment, and the countryside is being robbed of its youth, because of its hard labour; yet if our grandfathers and grandmothers who were pioneers were to return from their graves to behold modern farming helps, easements and comforts, they would think it paradise in comparison with conditions as in their day. Similarly, domestic service in by-gone days was laborious in the extreme in comparison with domestic service to-day, with its numerous time and labour-saving utilities, its gas and electric stoves, heaters and lighting; its unfailing supplies of hot water, its polished floors and wonderful mops, its washing machines, its silverware, its vacuum cleaners, its marvellous cleansers and polishers, and all its many agents of utility and convenience.

What's the answer?

A Singular Newspaper

London has at least one newspaper whose news is classified advertisements. It is *Dalton's Weekly House and Apartment House Advertiser.* For years has this useful newspaper been issued. The copy which I have before me is No. 2613. It contains only classified advertisements, and runs to 8-10 pages, and is sometimes larger. Not a line of the common type of news is carried. Its title indicates the character of the advertisements.

The advertisements relate to houses and apartments to be let or sold in all parts of the United Kingdom. London advertisements are fewer than those from out of London. The newspaper has a national sale, and sells for 2d. a copy. It uses newsprint. Its circulation, obviously, is only among those in search of houses or rooms, or those with houses or rooms to offer—a new constituency of readers each week.

Two scales of rates are quoted, the rate for London and suburbs, being 4 shillings for 40 words until suited; or 1/9 for one insertion. The interesting feature of this rate is "until suited."

Launching "The Empress of Canada"

In August the Canadian Pacific Ocean Services Ltd. (subsidiary company of the C.P.R.) launched "The Empress of Canada," a 22,000 ton ship, to be added to the C. P. O. S. Pacific fleet. This is quite the largest C. P. O. S. boat yet launched, and the occasion was deemed important enough to be celebrated in a very special manner. It was my good fortune to receive an invitation to the launching ceremony.

Admittedly a launching ceremony is a form of advertisement. Newspaper men (editorial) representing important daily, Sunday and shipping papers were present in goodly numbers. Other guests represented Canadian Federal and Provincial Government officials. Others were connected with transportation companies. In all a party of quite 100 left London to witness the launching, and this number was much enlarged at Glasgow.

I write of this event because it is directly related to the subject of advertising; and if I tell something of the details of our entertainment, I do so because I regard the whole proceedings as one great advertisement of an unusual and rather costly type.

A special train took our party from London to Glasgow. We travelled in the night—400 miles. Each guest was provided with a complimentary

People Pay About $21,200 Each Week

for

The Toronto Star

Daily and Weekly Editions

More money than is spent to buy any other paper in Canada.

The Toronto Star has quantity of circulation, as well as quality.

We hesitate to talk a lot about quality, because the moment some publishers begin to lose circulation, they try to cover up the fact by talking loudly about quality.

Just how many Toronto Star readers buy twenty thousand dollar Pearl Necklaces, five thousand dollar Fur Coats, ten thousand dollar Automobiles, diamond shoe buckles and hundred thousand blocks of Victory Bonds, and other things which publishers talk about when they want to emphasize "quality," we do not know.

But **we do know** that the hundred thousand or more people who buy The Toronto Star—daily and weekly—are substantial folks. And they seem to be very responsive to advertising in our columns, judging by the tremendous quantity of local retail merchant's copy carried.

Surely these merchants are good judges? They check up their day to day sales!

It is on these grounds that we like to sell advertising space in The Toronto Star.

We have nothing to hide in quantity of circulation by talking about quality. We have nothing to apologize for as far as our readers' lack of wordly goods is concerned.

The Toronto Star—daily and weekly—is the most powerful advertising medium in Ontario. Seasoned national advertisers know this.

And we want new advertisers who are planning to extend trade in Toronto and Ontario this coming season, to be equally well informed.

Rate 17c. a line on a 5,000 Line Contract

A limited amount of space is available in the Rotogravure Section at 34c. on a 1,000 Line Contract, but orders must be sent three weeks in advance.

CHAS. H. EDDY CO., United States Representative

Fifth Ave. Building New York | Old South Building Boston | People's Gas Building Chicago

railway ticket, which cost $25 for the journey, and in addition, sleeping accommodation.

At Glasgow, breakfast and luncheon were provided. In the afternoon motor coaches took us to the shipbuilding yards on the Clyde. There moving-picture operators and other photographers were present to secure film news pictures and pictures for publishers.

After the launching ceremony, a "function" was held in the office of the builders of the ship. This consisted of a very fine 4-o'clock tea—but instead of tea, good champagne, *ad lib*, was served; and if one was a tee-totaller, then mineral water. The servitors wore wine-coloured coats.

Following the repast were many speeches. An interesting incident was the presentation to the lady who christened the ship, by the director of the shipbuilding company, of two fine pearls "to add to her necklace."

When the speech-making came to an end, we proceeded—a much augmented company—to a river launch which took us to the mouth of the Clyde—a matter of 20 miles or more—to the "Empress of Britain," which ship had been reconditioned prior to her restoration to the transatlantic service to Canada. On this ship we travelled, through the night, to Liverpool, where a special train took us to London.

"TheEmpress of Britain" has been magnificently made over—new public rooms, new decorations, remodelled cabins, oil fuel boilers, and greatly improved third-class accommodation. To each guest was assigned a very fine stateroom, and it was our good fortune to be the first to use them.

A fine dinner in the beautiful dining saloon was served, to be followed by more speeches. Later, in the smoking room, men sat until 3 or 4 o'clock in the morning, enjoying their own conversation and the liquid refreshment and sandwiches which were served without stint as to variety and amount.

From first to last, no guest was required to part with a coin, except what he might distribute as a gratuity.

When the C.P.R. or C.P.O.S. is behind any form of enterprise, one can be sure that it will be carried through superlatively.

A Trip Around the World

The Empress of Canada, after completion, in March of next year, will proceed to the Pacific, by way of the Mediterranean, Red Sea, India, East Indies, China, Japan and Vancouver. She will carry passengers, probably 500, on a trip round the world. Those taking this tour will cross Canada from Vancouver by the C.P.R. and will cross to England by a C.P.O.S. steamship. The fares for this world tour, lasting about 3 months, will cost from $1500 up.

I mention this world tour to make a suggestion: it is that some one or more Canadian newspapers should engage passage in the Empress of Canada for this tour, and then send someone, who shall win his or her right to go, on this circuit of the globe. I am not attempting to devise the plan that could be employed but merely make the suggestion. Yet this is in my mind: if 50 rural weekly newspapers in union would each subscribe $50, to send someone on the trip, this person to provide a serial story of his experiences and observations, it would be a good "stunt" for each of the 50 weekly newspapers. The weekly newspapers of Canada require to do more than they are doing, in the way of special features, to keep themselves strong in the favour of their readers. Money must be spent if money is to come back, and be kept coming back. Parsimony in publishing means poverty.

The American Invasion

It is said that this autumn numerous American firms will begin British campaigns. The door is open to them—left open by British firms, not as an invitation by any means, nor as a consequence of indifference, nor even of carelessness. The door is open because British firms have failed to see that it is open.

In a recent issue of Marketing I gave a very considerable list of articles not being advertised nationally and obtainable nationally in Great Britain. Bond paper for business houses was one of them. This, as I have already stated, is now being advertised by a British firm; but it is not yet universally obtainable from printers, as is Hammermill or System Bond in the United States and Canada.

The advertising of American food products—Libby McNeil's, Heinz's, Borden's, Quaker Oats, Postum, Grape Nuts, is common in British newspapers. U.S.A. motor car advertising is more often seen than is similar advertising of British firms. Some other U.S.A. advertising seen is Paris Garters, Forhan's, Hoover Vacuum Cleaner, William's Shaving Stock, Dominion Tyres, Dixon's Eldorado pencils, Cuticura Soap, Eversharp pencils, Kodak, Waterman's Fountain Pen, Gillette, Auto-strop and Durham-Duplex razors, Pyrene, Mennen's, Delco & Lalley Lighting systems. Associated Agents of Colonial and North and South American Packers, Neolin. This is a very incomplete list, and, doubtless, there are some glaring omissions. Yet I offer it for its possible interest to readers of Marketing.

The British Market

The fact is that the British market, which is mainly England, is becoming very attractive to U.S.A. firms, who recognize the value of a market of 37,000,000 people in an area less in extent than many of their own States and who see that in very many kinds of merchandise the market is an open one. I am hoping that some of our Canadian manufacturers will turn their eyes Britainwards. Only, if and when they come, let them remember that an appropriation sufficient to win demand from 8,000,000 population will not suffice to canvass a population of 37,000,000—45,000,000. Also, if and when they enter the British market, let them be prepared to supply it. Manufacturing for a market represented by a population of 8,000,000 people and manufacturing for an additional market of 37,000,000—45,000,000 people are not one and the same thing.

I mention this because I have learned that some Canadian makers who arranged for distribution or an agent in Great Britain found themselves utterly unable to supply the goods ordered—the quantities of British orders stumped them. Here it is has to be remembered that many British agents sell for export, and so their orders are far more than mere British demand.

The Summer Slump

Trade in London's West End for some months past has not been any too good, and some publications which have been having plentiful advertising from West End drapers have found that this cruse of oil has failed them.

Explanations offered are various. Assuredly the shedding of many thousands of women from industry and government service is one reason for the collapse. In the aggregate their wages were a big sum, and most of it was spent for apparel and the trickeries of adornment. Again, there has been a reaction of spirit in those of comfortable means, in the direction of economy. Money is not any too abundant, and the cost of living is high. Banks, statesmen, newspapers and others have been calling on the public to be thrifty, and have been denouncing extravagance.

(*Continued on page 590*)

1866 *1920*

THE FARMER'S ADVOCATE AND HOME MAGAZINE

PERSEVERE AND SUCCEED — FOUNDED 1866

PUBLISHED EVERY THURSDAY
$1.50 PER YEAR IN ADVANCE

THE BEST ADVERTISING MEDIUM IN CANADA

LONDON, CANADA

"Business Follows the Flag"

AN old saying 'tis true, and the reason is not far to seek. Because of the condition of law and order assured in every land under the British flag, the enterprising tradesman is quick to set up business in every new territory over which that flag waves. Just so is it with

The Farmer's Advocate and Home Magazine

Because of the "Reader Confidence" possessed by this publication and the long established reputation for accuracy and general helpfulness of the information given its readers at all seasons of the year large national manufacturers and tradesmen use our advertising columns with excellent results. We are repeatedly told by our advertisers that far more inquiries result in sales through *The Farmer's Advocate* than through any other publications they use. This fact is only another evidence of the high quality of our circulation which includes over 30,000 of the best farmers in Canada.

There is probably no better evidence of quality of circulation than the fact that our subscribers sufficiently appreciate *The Farmer's Advocate* to pay the full subscription price—$1.50 per annum in advance—and about 90% of these voluntarily renew from year to year without any special solicitation.

Do not be deceived by circulation figures; they do not always mean quality. Before entering upon your publicity campaign get all the facts. Truthful answers to the following questions should be insisted upon.

1. **What is the number of new subscriptions secured during one calendar year?**
2. **What is the number of subscriptions stopped during the same period?**
3. **What is the percentage of renewals for the same period?**
4. **What is the total amount of subscription cash received and banked by the publisher during the same period?**
5. **What is the present net paid circulation?**

Send for specimen copy of The Farmer's Advocate, our rate card and circulation statement

The William Weld Company, Limited
PUBLISHERS LONDON, CANADA

The Farmer's Advocate and Home Magazine

(Member of A.B.C. since its organization)

HOW TO PLAN DISPLAY MATERIALS THAT MERCHANTS WILL BUY

Average advertiser seem to have little knowledge of the requirements of large stores in the way of store and window display material. What they can use—and how different plans must be made for small stores, which can use complete trims. Practical advice from a recognized authority. Part of an address before the recent Advertising Convention

By C. J. Potter

IN the past year I have read a great many articles written by advertising men, sales managers and others on dealer helps. Some of them insisted that the dealer was a no account lazy cur who didn't appreciate the wonderful things he was being furnished to help him get rich. Some good suggestions were offered by these writers but I fear that the men who plan the big campaigns are not well informed on the subject of window display. They probably realize to some extent the potent selling force of a window but they forget that window advertising is a highly specialized profession and instead of calling in a practical display man they put an advertising writer or an artist on the job to design the displays for a campaign. The result—not used by the dealer. Why?—not practical.

I think you will agree with me that Window Displays are equally as important as any other phase of advertising and how they can be properly utilized to round out the selling campaign whether local or national, is what I shall discuss now.

The displays I have been talking about of course only relate to the larger stores; therefore in order to present the practical side of this big subject it will be necessary to divide our stores into two groups.

The first group would consist of department stores, large dry goods stores, and the large men's wear stores. The second group would consist of the small dry goods store, men's clothing stores, hardware, drug, stationery and grocery stores. The reason for classifying these is that the materials which they use in getting up their displays, the manner of arrangement and the size of windows are entirely different.

Meeting Large Store Requirements

We'll take the large stores first as they are the most important and the ones which receive the larger percentage of unusable material. You would be surprised at the amount of cut outs, dummy cartons and lithographed cards which are sent to these stores and are in turn sent to the waste paper baler. And do not blame the merchant, for the stuff was not in keeping with the rest of the store. It was designed by a man who knew nothing of the character of display material which was being used by these big establishments, therefore, a waste of effort and money.

There is no excuse for any man who is handling an advertising campaign not to give his client a complete service for it is possible for an advertising agency to secure the services of men representing the show window and store advertising field who can advise on practical methods of co-operation and assist in designing these helps which will be welcomed by displaymen and merchants. And I firmly believe that no advertising campaign which has for its purpose the selling of merchandise through retail stores, is complete without window display helps and show cards, so that the force of the campaign can be crystallized in the merchant's window.

In creating window display helps for manufacturers who wish to co-operate with the larger stores, who after all are the real merchandisers of this country, it is well to remember that these stores are big institutions and are well organized and departmentized and, in many instances, spend more money for advertising than do a lot of the national advertisers.

It is also well to remember that the department store owner is responsible in the eyes of the public. He is King Bee in his territory and he has worked years to establish his reputation and get the confidence of the people, therefore, the people look to him to make good if the merchandise does not.

These are facts so take them into consideration when planning a campaign and don't expect these merchants to use cut outs and cards that are all plastered up with the manufacturer's name and trademark.

Big Merchants' Windows Important

These merchants' windows are important. The display manager in charge will not give them up to every "Tom, Dick or Harry" to promote some national campaign, but will cooperate with the manufacturer if the campaign is seasonable, has merit, is for the purpose of increasing sales and fits the general methods he (the merchant) uses throughout his yearly merchandising campaign.

A merchandising schedule or program is just as much a part of the retailer's yearly calendar as the time table is of the railroad's calendar. The dealer buys goods to sell; each item must bring in a profit or else help sell some other item that carries a profit with it. Window displays, linked with advertising (local and national) selling and merchandising—the buying of the goods, are the main factors in keeping revenue coming in according to the merchandising calendar.

You can readily see how very important it is to have the display men design the displays for manufacturers and if more display men were called into the advertising conference there would be thousands of dollars saved each year.

The display man knows how to make the displays an integral part of the advertising because he will put the same selling arguments about the article that are embodied in the copy. The display will have the same appeal because he understands how to combine color, art, and design so that they will express the same thought as featured in the national publications and local newspapers.

Recently I sent out a questionnaire to a number of display men asking them the amount of display material received each year from manufacturers, how much of it they

(*Continued on page 597*)

Proofsheet No. 8

Between Smokes
Smoke all you like now. LIFE SAVERS are back on the job. You've missed those handy little Joy Rings haven't you? You can now get that "Smoke" taste out of your mouth with
Four wholesome flavors
PEP-O-MINT
WINT-O-GREEN
CL-O-VE
LIC-O-RICE
5 Cents Everywhere
MINT PRODUCTS Company, Limited
Distributors
MacLEAN, BENN & NELSON, Limited
MONTREAL
LIFE SAVERS
THE CANDY MINT WITH THE HOLE
That tongue-soothing, breath-sweetening, mouth-refreshing effect makes the best smoke seem better.
C-L-O-V-E
LIFE SAVERS
10

Reduced from large size

The Value of High Class Circulation

The high class circulation of the

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

has rewarded the confidence of MacLean, Benn & Nelson, Ltd. They chose it as their exclusive medium in London to reach London and Western Ontario residents.

The very pleasing results they secured are acknowledged in a recent letter to the "Free Press," part of which is reproduced.

> "We value your publication very highly, and we appreciate what you are trying to do for us and our principals, the Mint Products Company Inc. The co-operation you are giving us is of the nature that makes us feel there is something besides mere dollars and cents in advertising; that is to say, there is a soul behind it."

MacLean, Benn & Nelson, Ltd. (G. W. Nelson)

The London Free Press

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - -	224 St. James St.
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2, London

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.
ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XIV, No. 13 OCTOBER 1st, 1920

Murray Menaces Manufacturers

The Toronto *Globe* has discovered that moulder Murray "is at it again," one of his recent bulletins having been brought to its attention.

Murray's moulding machine has been "at it" every day of the week for nearly a year, trying to bring financial disaster to papers like *The Globe* whose editorial policy he is unable to dictate or influence. The success of his efforts may be judged from the fact that *The Globe* does not appear to have been aware of his activities until this bulletin came to its attention. And in view of the fact that *The Globe* and other papers against which Murray's gas attacks have been released, are carrying a greater volume of advertising than ever before in their history, and at considerably higher rates, perhaps they may be excused if they have failed to notice that he is still "at it."

Murray himself admits that publishers have not responded to his efforts—that "they wouldn't listen to advertisers who tried to talk editorial policy to them." To his subscribers he excuses his failure on the ground that "with one thing and another the newspapers are simply reaping a harvest." Under such conditions the publishers could afford to be independent. No withdrawal of advertising patronage by protection-protecting Canadian manufacturers could hope to influence them.

How different from his hopeful assurances of nine months ago! Then he predicted an early taste of hard times for those publishers who dared to ignore the "influence" which his gang of moulders proposed to exercise. "Commencing with the New Year, when it could make its full impression on the allotment of advertising appropriations for 1920 the Bureau would attain its maximum usefulness." He was "absolutely convinced that the plan can be put into execution promptly and effectively, provided those most concerned in converting the press of Canada. . . . will line up behind it and give it their unqualified support."

Either his plan has not had the expected support, or it has failed to produce the expected results, for Murray now credits other influences with having brought publishers to a condition where they will have to listen to "reason." In an effort to revive the hopes of his disappointed subscribers Murray now argues, in the bulletin which *The Globe* reproduces, that "advertisers can talk policy to that editor to-day and they will be attentively listened to. The editor knows that advertisers form the one class who can save his enterprise from financial disaster, and anything those advertisers ask in reason they are going to get. . . Everything is going up and nothing is coming down, except the one thing that publishers don't want to come down, namely, the revenue from advertising." He cites the facts that "already there have disappeared from the field such papers as the Toronto *Times* and the Peterboro *Review*," but fails to point out that both of these dailies, and others which have been forced to discontinue, were "friendly" to the manufacturers. Evidently it is the papers which listen to Murray's advice on editorial policies which are to meet with financial disaster. The passing of these papers, Murray thinks, "is a warning to all and sundry that in the midst of journalistic life we are in death," and presumably it is only the dying who find encouragement in Murray's hopeful promises of patronage for all who see eye to eye with him and the ends he would serve.

The co-operation of Murray's moulding subscribers was to cause a serious shrinkage of advertising in the columns of misbehaving mediums, yet Murray, after a year of intense effort, now confesses that his publisher-enemies have been reaping a harvest. Though he has failed, other influences have contributed to his ends. Increased newsprint, postage and labor costs have operated to give publishers something to worry about. And now according to Murray, comes a business depression "that leads to wholesale slashing of advertising appropriations."

Murray's failure with his pet and promising scheme causes him to see through his glasses darkly. Depressed with his own failure he sees failure for everyone else. Having experienced hard times in his own "business" he now sees the publishers summer of prosperity fading into a winter of adversity. Probably he would like to claim, if he dared, that his great influence had brought about the increase in newsprint, postal and labor costs, also the business depression, which are now to do what his campaign has failed to accomplish, and bring publishers as humble suppliants to his footstool.

Murray has been and can be no serious menace to any self-respecting and worth-while publication in Canada. As was pointed out in MARKETING last spring, the advertisers among Canada's highly protected industries are relatively insignificant in the total volume of advertising carried by Canadian newspapers. Even were their patronage wholly withdrawn, it could not have the effect of putting any paper of importance out of business.

"Canadian newspapers carry advertisements from rival concerns" the Winnipeg *Free Press* points out in commenting on Murray's bulletin, also "from competitive industrial enterprises, from manufacturers in the United States and England." Granting that papers can be forced to submit to dictation from advertisers, "which of these is to get the ear of the editor willing to 'listen to reason.' Mr. Murray

is a protectionist; would he approve of U.S. advertising syndicates dictating a line of policy by which Canadian newspapers must advocate taking off all duties on the goods they advertise? If two merchants favored opposing candidates at an election and both advertised in a newspaper, which should dictate editorial policy? The one with the biggest purse, Mr. Murray would possibly answer. Such a policy carried into practice would simply mean that the press would sell itself into bankruptcy, and that would be its fitting reward, and it would be good riddance."

"The preposterous advice which Mr. Murray gives the advertisers," continues the *Free Press* "would tend to a condition which would kill the advertising value of news sheets. Why should a powerful advertiser stop at dictating 'political' policy? Would he not go on and dictate 'advertising' policy, and seek to squelch his business rivals through control of the advertising columns, as he would seek to squelch his political rivals in the editorial columns? Of course he would, and advertisers themselves would be the first class—are the first class—to seize this fact, because Mr. Murray's plan has received so little support that, as may be seen from his language, he is strenuously goading advertisers in an attempt to make them view his plan with favor."

Any advertiser, no matter how fanatical his desire to squelch all opposition to a high tariff, must see the logic of this reasoning. If the press can be forced to submit to dictation from advertisers, it still remains to be decided which advertisers are to do the dictating. A possible 10% of the total volume of advertising comes from firms who may desire to further Murray's political and economic views. Another 15% or more comes from interests which would seek to advance directly opposite views. In the other 75% there are all sorts of business, political, economic, financial, social, religious and other interests which could demand consideration on the same grounds and probably with equal force.

Papers which shape their editorial policy to meet the views of any one class of advertisers, as has been illustrated in the experience of several propoganda organs for Canadian manufacturing interests, soon find that class of advertisers too small to meet their requirements, and are soon without any considerable influence with their readers. Even Murray and would-be moulders show little respect for the publisher who bends the knee.

Meantime Murray's wild ravings continue to embarrass and weaken his friends, strengthen the position of his enemies, and menace the welfare of the very cause he would promote. So long as manufacturing interests refuse to wash their hands of him just so long are they discrediting the motives of such publications as may seek to use their influence to further the cause of protection to Canadian industries. Murray is tagging all who would support the manufacturers in their fight with the badge of supine servility and discrediting them in the eyes of the public. Murray's little machine menaces his friends, not his enemies.

Those who may be playing in Murray's little dreamland had better wake up. The past nine month's experience must have demonstrated that it can only work to their harm. As Murray himself expresses it: "the fact that already have disappeared from the field such papers as the Toronto *Times*, etc." is warning to all and sundry publishers that he who would survive cannot afford to submit to dictation from any class of advertisers—even to relieve the depression which Mr. Murray is experiencing.

* * *

The agents who are striving to maintain their right to "higher commissions for favored consideration" may see a word of warning in Murray's latest bulletin. Standard commissions must come—or agency commissions must go.

* * *

Rate Increases Affect Selling

The recent increases in railroad rates are bound to affect the selling practice of many firms, as is pointed out in an article in this issue. It becomes more than ever necessary to see that salesmen make the best use of their time, route their trips to the best advantage, cover every possible prospect—possibly leave more of the smaller places off their call-lists. It has been estimated that the average cost per call has now been increased from $4.00 to $4.50. But the cost of postage stamps remains the same, and undoubtedly many firms will be making greater use of the mails to cover small towns, planning salesmen's calls less often and keeping in touch between times through mail efforts. A great volume of business can be secured through the mails if you go the right way about it. Articles published in MARKETING during the past year must have made this clear. It might be worth while putting some of these ideas into practice now. If it will cut down travelling and selling expense, isn't it the thing to do?

* * *

When orders are hard to get is no time to stop going after them.

* * *

More Sales Pressure Needed

Increased consumer resistance is being felt, and this is reflected in the attitude of the trade. It is expected that the resistance to all selling will be higher this fall than it has ever been in recent years. It seems as if the time had been reached when supply has caught up with demand. Or perhaps it would be more correct to say that demand is shrinking in the face of continuing high prices.

While manufacturers and retailers are striving to prevent prices going any higher, it should be recognized that selling is going to be harder. The public's disinclination to buy must be fought vigorously. Either there must be increased selling power all down the line, or prices will show an alarming tendency to tumble. Demand should be stimulated by aggressive advertising and sales effort, if the market is to be sustained. This applies both individually and generally. As the resistance of the buyer grows the pressure of advertising and other means of stimulating demand must be increased.

* * *

An investment in the minds and preference of the public is the safest and most profitable you can own.

* * *

The best publications to advertise in are those which are making the most money.

Three Times a Week—
These Are The Days!
1920 OCTOBER 1920
SUN. MON. TUE. WED. THUR. FRI. SAT.
LAST QUAR. 4TH
NEW MOON 11TH
FIRST QUAR 19TH
FULL MOON 27TH
1 2
3 4 5 6 7 8 9
10 11 12 13 14 15 16
17 18 19 20 21 22 23
24/31 25 26 27 28 29 30

(*A Joint Announcement*)

The Owen Sound Sun-Times
The Ontario Reformer (Oshawa)

Will publish every other day (Tuesday—Thursday—Saturday) beginning October 1st. These two papers cover with the utmost thoroughness two of Canada's most progressive, prosperous and responsive industrial centres and rich territories surrounding.

Population: Owen Sound, 13,000; Oshawa, 12,000

Both papers are indispensible to subscribers in their local fields. They are delivered by carrier boy on days of publication in their respective cities and suburbs. Advertising rates and full particulars on application to the publishers or from any advertising agency.

Include Them in Your "Daily List"

(*Continued from page 584*)

Also, the summer holidays made big drafts on savings. Railway fares and seaside cottages and boarding houses eat up money at an amazing rate.

The consequence of it all has been a slackening in the buying pace. Probably, in the end, it will be to everybody's good.

The Wail of Provincial Dailies

Some of the representatives of provincial daily newspapers feel aggrieved because the great London dailies are eating up the whole of many appropriations—this by the increase in advertising rates. When they go to an advertiser he says, "Sorry, old man, but there's nothing left," and he is telling the truth.

The London *Daily Mail's* run of paper rate is £5 a single column inch, and on the first of October its front page rate goes to £1000. Six months ago the rate was £650, then it rose to £800; now the rate requires four figures to express it.

The front page of the *Daily Mail* is in great demand. It is the most desired space on sale in Great Britain.

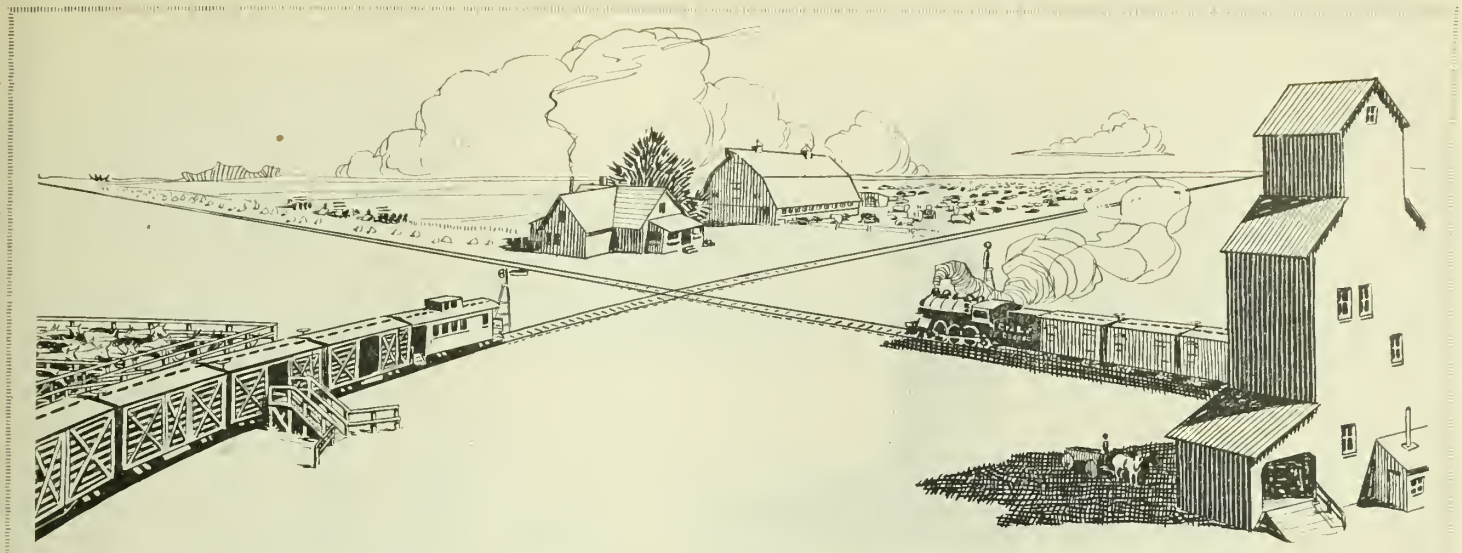
I heard a little story about the *Daily Mail*, and tell it for its significance. An advertiser found so many responses from Ireland that he concluded Ireland was a market deserving intensive cultivation, so he bought good spaces in four leading Irish papers. The replies to these keyed advertisements were fewer than from the Daily Mail! Now he is concentrating in this paper of supreme national dominance. This experience may fortify the canvassing of some Canadian publishers whose mediums overshadow in circulation and quality lesser competitors.

The Poor Spirit of the Small Publisher

One reason why many publishers of papers or periodicals of small circulation fail is because they let themselves be depressed or enervated by the spirit of despair or by the conviction that they are hopelessly licked, and that there is no use in trying. Many accept the status quo as being unalterable.

I am quite ready to admit that the lack of the money which their Herculean rivals possess is a handicap on ability to do great things; but I will not consent to the view that the man or business of small stature is doomed eternally and inevitably by that fact.

Wanamaker's, Eaton's, Massey-Harris, Wrigley's, The Toronto *Globe*, *MacLean's Magazine*—all had humble beginnings; but there was the will to



Crop Estimate
Manitoba, Saskatchewan and Alberta
September

Wheat	14,026,000	acres	@	15.2	bus.	per	acre	213,245,000 bus.
Oats	10,973,500	"	"	32.8	"	"	"	359,931,000 "
Barley	2,108,000	"	"	23.5	"	"	"	49,538,000 "
Rye	237,500	"	"	16.0	"	"	"	4,400,000 "
Flax	1,181,000	"	"	7.1	"	"	"	8,385,000 "

Reports indicate that less than 25% of crop will grade under No. 3. This will be the largest crop since 1915 and the most valuable that has ever been harvested.

Not in Dollars for the West
but
in Money for Your Product

Government statistics would compute the above table in money pouring into the West. Business statistics would compute this wealth as money ***being invested from*** the West.

75,000 farmers use The Nor'-West Farmer as their Buyers Guide because they feel that when a paper gives such honest value in its editorials that the same value must be reflected in its advertising columns. Hence they place the same confidence in both.

This is the spirit we have fostered for years. You will find your story reaches the most prosperous of Western Canada's prosperous farmers, twice each month, through The Nor'-West Farmer.

Ask any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

WINNIPEG CANADA

Member A.B.C.

Toronto
J. B. RATHBONE
95 King St. East

Montreal
J. B. RATHBONE
315 Transportation Bldg.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
381 Fourth Ave., New York, N.Y.

"In the Land of Evangeline"

Prosperity in Acadia

Indications point to a well over normal prosperous year in agriculture in New Brunswick, Nova Scotia and Prince Edward Island.

Maritime farm homes represent one seventh of the total farm homes of the Dominion and constitute a tremendous potential and profitable market for development.

The United Farmers' Guide

is the outstanding farm paper in the Maritime, being owned by its subscribers and serving as the official organ for their Associations. Its Dominant circulation, its assured reader interest, and its relatively low rate makes it the logical medium for development of this field.

Since commencement of publication the subscription price of The Guide has increased 33% while its advertising rate has remained relatively the same.

Published Every Wednesday at Moncton, N.B.

The United Farmers' Guide

Branch offices at

53 Yonge St., Toronto *and* 1478 Broadway, New York

be bigger, and, joined to will, purpose.

Many of England's provincial daily publishers or managers are very difficult men to deal with. Their chronic attitude to suggestions and proposals designed to speed things up and enlarge advertising revenues is one of negation and resistanee. If the publishers and managers of the London *Daily Mail* had this type of attitude, the advertising rate for its front page would not be £1000, and its certified copies bought-and-paid-for circulation would not be in excess of 1,121,000. Long before the *Daily Mail* was born, and during the period when it was climbing to eminence, there were other dailies in London, old-established, and with money in abundance at their command, which had the constipated mind and will—the attitude of negation and resistance to all ideas and proposals. To-day they despise the *Daily Mail*, loathe it, mourn over its power and success, and wish they owned it!

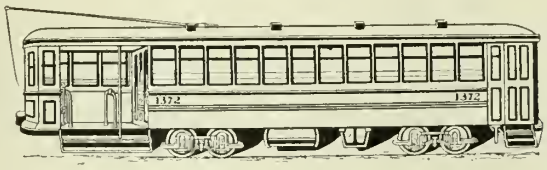
A Canadian Invasion

Assuredly it's old stuff—the facts relating to the purchase by the Allen Enterprises of Canada of the Empire Theatre and Queen's Hotel in Leicester Square, London, for nearly £500,000. Competition for these properties was keen, for their location is very fine. The Empire Theatre is a very famous place, and before and during the war was notorious as a resort of the demi-monde. The scandal of it all led to its taming and latterly it has been a very subdued sort of pleasure house.

The intention of the Allen Brothers is to transform the theatre and hotel into two super-cinemas. The statement is made by the European manager of the Allen Enterprises that the intention is to spend £1,000,000 in erecting two of the finest theatres in the world. One of the buildings will seat 5000 people, and will be devoted to the production of the latest pictures obtainable. The second theatre will seat 3000, and will feature "star" films which will be kept running just as long as the public will go to see them; that is, one house will have weekly changes and the other will run for a season, like a play. The Allens hope to have a picture theatre in every town with 100,000 population, and to give preference to the production of British films.

The British newspapers point out it is only 12 years since the Allens opened up their first picture house in Brantford, and that to-day they own 65 theatres in Canada, and 18 in the United States, with a capital of more than $1,000,000.

This Salesman
—Never Eats
—Never Sleeps



—Works Hardest
—Costs Least
—Accomplishes Most

Tell Your Story in Color by Street Car Advertising

Color has an irrestible appeal for the average person. When used judiciously in connection with an advertisement it adds greatly to the effectiveness of the message.

This is particularly true when it is used on a street car card. The latter has "preferred position" no matter where placed; add the color effect, and it simply cannot be missed.

Color effectiveness in 11 in. x 21 in. space, plus enormous combined circulation in the 56 street car systems throughout Canada controlled by us, plus low cost, make street car advertising the best **value** in the advertising field.

That national advertisers concur in this statement is evidenced by the growing "waiting list" of firms we are temporarily unable to accommodate with a partial or a complete service.

If you have not yet used street car advertising, we suggest that you allow us to advise you how, and in what centres, we can serve you. The sooner, the better.

The Canadian Street Car Advertising Co., Ltd.

TORONTO OFFICE
TEMPLE BLDG.

EXECUTIVE OFFICE
BANK OF OTTAWA BLDG.,
MONTREAL

WINNIPEG OFFICE
UNION BANK BLDG.

Thanks, Mr. Clague

ON July 19th, 1920, Mr. Stanley Clague, Managing-Director of the Audit Burea of Circulations, made the following remarks at the annual meeting of the Southern Newspaper Publishers' Association at Asheville, N.C.

"I feel almost embarrassed in taking up the time of this convention with my subject, "Save the Waste," because so much has been said about it.

"But, perhaps more than ever before should our voices be tuned in this direction. The steadily advancing cost of wood-pulp and the continued uncertainties of the future make this topic even more important now than it was last year, the year before or three years ago.

Guide's Subscription Rate Advances 100% Since 1914

"Personally, I have very definite ideas as to the solution of this problem. I believe that the merchandising of newspapers and periodicals is the most glaring example of wasteful merchandising methods in the entire realm of business. Can you point to any other business in the world where the finished product is sold at a lower price than the price of the raw material alone? And yet, to-day there are some newspapers and some magazines being sold for less than it costs the publisher to purchase the newsprint delivered at his back door.

Guide's Advertising Rate Advances 33⅓% Since 1914

"In the craze for circulation, business principle seems to have been lost sight of, and the most lamentable part of the whole thing is not the waste of paper alone but the resort to every conceivable form of journalistic extravagance which may add a few hundred or a few thousand to the circulation.

"I believe one solution of the problem is to increase the price of your commodity to something near the equivalent of its value. Newspapers that are sold to-day for 2 cents should be sold for 5 cents. Sunday papers now sold for 5 cents should be sold for at least 10 cents."

We thank Mr. Clague for his unconscious commendation of The Guide's policy in distributing more equally the cost of publication between the reader and the advertiser.

Since 1914 The Guide's subscription price has advanced 100 per cent., being the only advance in its class in this field in that time.

Since 1914 The Guide's advertising rate per agate line per 1,000 paid subscribers advanced 33⅓ per cent.

We believe this policy will commend itself to the judicious space buyer.

The

Grain Growers' Guide

WINNIPEG, MAN.

Offices also at:

53 Yonge St., TORONTO — MONCTON, N.B. — 1178 Broadway, NEW YORK

Members
A.B.C. - - C.N.N. & P.A.

The "Flim" Business

In Great Britain during the current year have appeared numerous prospectuses of new film enterprises. Beyond a doubt some of the companies are making money—fistfuls of it, and there are some very wealthy and highly-placed men identified with them, including Sir Edward Hulton, Lord Northcliffe's rival in the British publishing world.

But the "flim "business, as it is called by Perlmutter and Potash, is a teeter-totter—a thing of ups and downs. Not every company that issues a prospectus pays the handsome dividends that pen-and-paper calculations make look so sure and easy.

A recently-issued British prospectus is that of the Church Pictorial Movement Ltd., offering 100,000 shares of £1 each. The Company is founded for the purpose of providing amusement and instruction for rural audiences, for alleviating the dullness of their leisure hours, and assisting in the prevention of the depopulation of the country-side. The prospectus states that the Company has the support of the leading members of the Church of England and of its organizations. It is not the intention of the directors to give cinematograph exhibitions in consecrated buildings. As a social adventure the project is interesting, even if it be less attractive as a form of investment.

The Way Sagless Spring Co. of Minneapolis, Minn., is running advertisements of this well-known bedspring in a list of Canadian publications, through the Mitchell Adv. Agency of Minneapolis.

The L. R. Steel Service Corporation, operating a chain-store system, have placed their advertising with Norris-Patterson Ltd. Large copy has been sent out to a list of newspapers.

T. H. Bracken has left the E. Sterling Dean Advertising Agency to become advertising manager of Gutta Percha & Rubber Ltd. succeeding F. Crosby.

Ever-Ready Engine Co. of Brantford is starting an advertising campaign through J. J. Gibbons Ltd. adverting agency.

Fred Given, recently with A. J. Massie Ltd, Winnipeg, has joined the E. Sterling Dean Advertising Agency, Toronto.

The Columbia Graphophone Co. is making up the list for its 1921 advertising. It is expected that contracts will go out shortly through J. J. Gibbons Ltd.

Hamilton Times Taken Over by John M. Imrie

The announcement that John M. Imrie, acting for himself and others, had purchased the Hamilton *Times* has created no little interest.

Mr. Imrie is well known and highly esteemed in Canadian advertising and publishing circles, having earned an enviable reputation for outstanding ability in connection with his work for the Canadian Press Association for nine years, and during the past year as manager of the Canadian Daily Newspapers Association. It will not be an easy matter to fill his position with that organization as capably.

MR. JOHN M. IMRIE

who leaves as manager Canadian Daily Newspapers Association to take over the Hamilton Daily Times

The properties acquired include the Hamilton *Daily Times*, *Semi-Weekly Times*, *Times* job-printing department and the business of the Canada Ready Print Co. The *Times* is one of the the older newspapers in Canada, having been established in 1837 as a weekly newspaper, and published continuously as a daily newspaper since 1853.

The Ontario Newspapers Co. has been incorporated with Mr. Imrie as President and Managing Director, and he assumes active management on October 1st., when his resignation from his present position becomes effective.

* * *

The *Christian Guardian* will be transformed to magazine style and size with the first issue in October. The size thereafter will be four columns by 175 lines. Calendared paper will be used throughout, with covers printed in two to four colors.- Circulation records have recently been examined by the Audit Bureau of Circulations, and it is expected that the initial report will be avilable within the next few weeks.

Why the Ottawa Farm Journal Leads!

Apart from mere circulation superiority, reasons for the dominant position of THE OTTAWA FARM JOURNAL in Eastern Ontario and Western Quebec are not hard to find. Its undoubted prestige has been earned because—

1. Its editorial writers are at once practical farmers and trained newspaper men.
2. Its articles on the proper equipment for farm development and home betterment are recognized as authorative.
3. Its readers have confidence in the reliability of its contributed columns.

These are some of the outstanding reasons why THE OTTAWA FARM JOURNAL is of such exceptional value as an advertising medium to all classes of manufacturers.

Any Agency will confirm this. Ask them?

THE

OTTAWA FARM JOURNAL

OTTAWA, CANADA

BRANCHES:—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone,
413 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—Fifth Avenue Bldg.
CHICAGO—Peoples Gas Building
BOSTON—Old South Building

A MONTH OF MEETINGS

Number of gatherings of interest to advertisers to be held during October, including A.C.A., A.B.C. and C.D.N.A. Some interesting questions likely to come to a head.

OCTOBER will be a month of meetings of more than passing interest to Canadian advertisers and advertising men.

First on the calendar is the seventh annual convention of the Audit Bureau of Circulations, which will be held in the Hotel La Salle, Chicago, on October 14th and 15th. Every convention of the Bureau has been increasingly important to advertisers, advertising agents and publishers, and this will be no exception to the rule, many vital matters coming up for discussion and decision.

The annual meeting of the American Association of Advertising Agencies will be held in the Hotel La Salle during the same week, and on the night of the 15th both organizations will hold a joint reception and banquet. A good attendance from Canada is expected.

Canadian Advertisers Meet

Next on the calendar, and of even more general interest to Canadian advertisers, is the seventh annual meeting of the Association of Canadian Advertisers, which is to be held in the Prince George Hotel, Toronto on Wednesday and Thursday, October 20th and 21st. A suggestion of the stability and importance which this organization has attained is conveyed in the fact that this is its seventh annual meeting—with a larger membership than ever before in its history. It is expected that very shortly the membership will include practically every general advertiser of importance in Canada.

The program for the forthcoming meeting had not been completed when this issue of MARKETING went to press. Plans for Wednesday sessions, however, include an address by F. S. Stanford of the Canada Life Assurance Co. on "Cooperative Institutional Advertising", several addresses by other members, and a Salesmanagers' Conference under the chairmanship of L. R. Greene of the Tuckett Tobacco Co., Hamilton. Special showings of industrial motion pictures are being arranged including films of Canadian Salt Co., McClary's, Goodyear, Canadian Fairbanks Morse, Imperial Life and others.

On Wednesday night the members will entertain as guests visiting publishers and advertising agents at a smoker, a special musical program for which is being arranged by F. A. Trestrail of the Musical Merchandise Sales Co.

Thursday is to be devoted to sessions for the discussion of direct-mail advertising, and various members and printers are contributing to an especially interesting exhibit of direct mail matter, house organs, etc. A number of four-minute talks on timely topics is also planned.

The annual election of officers and directors will also take place on Thursday, nominations being made at the meeting. The present officers and directors are: D. Geo. Clark, McClary Mfg. Co. President; W. G. Steward, Goodyear Tire & Rubber Co. of Can., Vice President; J. R. Kirkpatrick, E. W. Gillette Co. Treasurer; Florence E. Clotworthy, Secretary; and the following Directors: H. S. Van Scoyoc, Canada Cement Co.; A. D. Cridland, Canadian Kodak Co.; F. W. Stewart, Chiett Peabody & Co.; H. E. Mihell, Imperial Varnish & Color Co.; F. W. Hunt, Massey-Harris Co.; W. M. Mackay, Lever Bros., and L. R. Greene, Tucketts Ltd.

The Blue Bird Corporation, and the Dominion Steel Products Co., of Brantford have recently joined the Association.

Daily Newspapers Also Meet

The first annual meeting of the Canadian Daily Newspapers Association will be held at the King Edward Hotel, Toronto, on Friday, October 22nd, morning, afternoon and evening sessions. Meetings of the Board of Directors and of various standing committees will be held in advance with a view to getting matters in concrete form for submission as recommendations to the annual meeting.

At this first annual meeting the work of the first year will be reviewed and in the light of that experience plans for the future will be made. One matter that is said to be likely to cause considerable debate is the proposed agreement with advertising agents seeking to bring about more clearly defined standards of practice. It is said that many of the smaller dailies are also liable to set off some fireworks over the matter of subscription rates. They are said to look not at all kindly on the continued low mail-subscription rates maintained by the bigger city dailies, because of their difficulties in getting a fair price in the face of such competition. Whether anything will come of it or not, however, is another question.

The daily newspaper publishers will also be confronted with the task of choosing a successor to their able manager, John Imrie whose office will then be vacant, he leaving on October 1st to take over the active management of the Hamilton *Times*.

"Direct Mail" at Detroit

Still another advertising gathering which will be attended by Canadian Advertising men will be the big convention of the Direct-Mail Advertising Association, to be held in Detroit on October 27th, 28th and 29th. The program as already announced includes addresses by: W. S. Ashby, advertising manager of the Western Clock Company, La Salle, Ill., "Putting the Big Ben Talk into Booklets, House-Organs and Letters"; M. E. Yadon, advertising manager, Bradley Knitting Company, Delavan, Wis., "Getting Dealer Co-operation by Direct Advertising"; Frank L. Chance, advertising manager, Holcomb & Hoke Mfg. Company, Indianapolis, "Twenty-seven Per Cent of a Business from Direct Advertising Leads"; R. J. Rehwinkel, advertising manager, McCray Refrigerator Company, Kendallville, Ind., "Making Every Direct Advertising Dollar Bring Back Five"; B. A. Dahkle, Dahkle Stationery & Mfg. Company, Buffalo, N.Y., "The Importance of Mechanical Perfection in Direct Advertising"; Wm. A. Biddle, advertising manager, American Laundry Machinery Company, Cincinnati, "Making Your National Advertising Effective by a House Magazine to Customers"; George A. Heintzmann, advertising manager, Dexter Folder Company, New York, "What Standardization Means to Direct Advertising and House Organs"; Leon A. Soper, manager sales service, Phoenix Mutual Life Insurance Company, Hartford, Conn., "Turning Indiscriminate Names Into Buyers by Direct Advertising"; G. Lynn Sumner, vice-president, Woman's Institute of Domestic Arts and Sciences, Scranton, Pa., "Using Direct Advertising to Sell to Women"; A. O. Brock, sales and advertising manager, Keystone, Steel and Wire Company, Peoria, Ill., "Successful Direct Advertising to the Farm Field"; W. B. Griffin, advertising manager, Holmes & Edwards Division, International Silver Company, Bridgeport, Conn., "Selling Silverware to Dealers by Mail at a Cost of Less Than 7 Per Cent"; Louis Balsam, Lewis Manufacturing Co., Walpole, Mass., "Unusual Direct Advertising—Using Your Regular Correspondence to Build Good Will"; George C. Frolick, manager, Drug and Chemical Department, United Drug Company, Boston, "How Direct Advertising Materially Helped in Building the World's Biggest Drug Business."

There will be a special meeting of house-organ editors, at which Robert E. Ramsay, advertising manager of the American Writing Paper Company, will preside.

Harry C. Spillman, educational director of the Remington Typewriter Company, will speak at a dinner to be held on October 29, on "Personality as a Basic Factor in Selling."

* * *

E. M. Emery and Warren Brown, of National Publicity Ltd., Montreal, were in Toronto for a few days last month. It is reported that they are considering opening a Toronto office for their agency.

* * *

The Winnipeg *Free Press* has again attracted country-wide attention through the thoroughness of its canvass of western crop conditions. The *Free Press* crop reports are eagerly looked for and have become generally accepted as the earliest and most reliable crop forecasts, providing a service of inestimable value to the business interests of the whole country. They have contributed largely to the stability of the business situation, particularly at a time like the present.

Continued from page (586)

could use, what kind of material they found the most praetical and what kind the most impraetieal.

In analyzing these questionnaires when they were returned, it was evident that the manufaeturer has little knowledge of the needs of the larger stores in the way of display material, for quite a large pereentage of material that is sent out is not aeeeptable as a great many of the show eards are too large. Some of the eutouts, espeeially those that are lithographed, are in the wrong eolors.

The material whieh seems to be the most aeeeptable are eutouts of photographic enlargements and small eounter signs, the latter with the easel backs. Mechanieal and moving displays of the manufaeturer's product was voted "no good at all" as they detraeted from the merehandise.

It is, therefore, obvious that cutouts illustrating the use of the merehandise, if made properly, are the most aeeeptable and the type liked best are photographic enlargements or reproductions of hand paintings.

Those manufaeturers who make such merchandise as gloves, neckwear, hosiery and kindred lines have to plan an entirely different kind of display material than those making silks, women's apparel, or men's elothing, as the former are used as aeeessories and are usually displayed in conneetion with other lines of merchandise. Therefore their best display material would be small eards or cut outs that eould be used in conneetion with a small unit display either on the eounter or in the show window.

Displays for Small Stores

In this group are those stores who have no professional display men or one who devotes only a part of his time to taking eare of the windows, and it is this class of stores that the manufaeturer ean help most by furnishing praetieal display ideas and window display material. The materials for these stores must be of entirely different size than those for the large stores.

The manufacturer who is selling both classes of stores should divide his list and design displays that would be acceptable to each group. In this way he would not be sending out display material promiseuously and would be in a position to furnish those things which each type of store could use to the best advantage, as there are only a few helps that can be used by both groups of stores.

Largest Circulation in Moose Jaw

The Daily NEWS (EVENING)

The purchasing power of the people in the district covered by The News is unusually high, because they reside in one of the most favored wheat areas in the Province of Saskatchewan. National advertisers can cover this rich territory in the most effective way only by using space in Moose Jaw's ***leading evening paper, The Daily News,*** members of A.B.C.

Net paid circulation for the three months ending Sept. 30th, 1919—**6160** Total distribution—**6506**

Covers a Very Rich Wheat Area

United States Representatives:

David J. Randall
341 Fifth Ave., NEW YORK, N.Y.

A. R. Keator
1411 Hartford Bldg., CHICAGO, ILL.

Four Hundred Million Dollars Alberta's Grain Crop this Year

The harvest is assured. Cutting is nearly completed all over the broad expanse of the Alberta prairie. The threshing outfits are working night and day—pouring dollars into the pockets of the people of Western Canada. Are you preparing to have your share of the money the people of Alberta will spend this year? Send your message to them by Alberta's biggest, strongest paper.

The Calgary Daily Herald

Only Evening Paper in Calgary

Calgary is the commercial centre of Alberta —the largest city between Winnipeg and the Pacific Coast—the logical starting point for your message to the people of Alberta.

The HERALD PUBLISHING COMPANY, Ltd.
CALGARY, CANADA

Representatives for Eastern Canada:
EDGAR J. GUY, Royal Bank Building, Toronto, Ont.

Representatives for United States:

HENRY DE CLERQUE
800 Mallers Bldg.
Chicago, Ill.

L. KLEBAHN
1 West 34th St.
New York, N.Y.

The Daily Telegraph

and

The Evening Times-Star

St. John, N.B.

are the ONLY newspapers in the province of New Brunswick which are members of the A.B.C. a fact and condition that space buyers are paying increasing attention to.

They BOTH should head your N.B. list because you may get them at a combination rate of 6c per line and there's very little duplication as your A.B.C. reports will show.

Complete trims can be made for the smaller stores and a number of manufacturers have made an exhaustive study of this part of their advertising and are furnishing really practical window trims and the merchants cooperate in this and work very closely with the manufacturer by installing windows at a time when they count most.

In order to give you an idea of practical window display helps that are being furnished by several manufacturers, consider how the Edison Lamp works of the General Electric Co. cooperate with their dealers. The window display can truly be called the connecting link between magazine advertising and the purchaser of the product advertised for the window display says, "Here it is, buy it here, buy it now."

With this thought in mind the advertising department of the Edison Lamp Works secured the services of a practical displayman and had him visit various types of stores. The merchandise and display material found in each of these stores was studied in order that he could determine what the Edison Lamp Works could do to furnish practical display helps to the dealers and distributors.

By visiting these various stores, he was able to determine what kind of display material could be used to the best advantage by the large stores and small stores.

After finding out what would be acceptable to these various stores, they installed a regular show window in the advertising department and this window is used to setting up the various displays which are designed for the use of the various stores.

Their display consists of a number of pieces which form a set. All of these were, therefore, designed or approved by this displayman. Each piece was so designed that it would harmonize in color and lines with the other pieces, forming the display set. The workmanship and material are of the very best because it is necessary that the displays should be of such nature that they can be used over and over again, where if less expensive material was used they could only be used once.

Containers to ship these sets in are substantially made so that all the display material arrives at the dealers in perfect condition.

When these displays arrive at the dealers the first thing that he finds upon opening the container is an instruction sheet showing several illustrations of actual window displays with the material adapted to the different types of show windows;

The paper that goes into 80% of the homes of Kingston.

The Daily British Whig

is the medium that brings results to advertisers.

Sworn A.B.C. circulation for August,

6,158

also simple directions as to how to set up these displays.

The idea behind the instruction was not to try to make displaymen of the dealers, but to show them by simple directions how they can make displays out of the materials furnished that will sell the merchandise.

These displays were sent out and so timed that they would tie up with the business paper and magazine advertising, and about three weeks before the first advertisement was to appear in the national magazines, every dealer received a letter describing the advertisement and an order form for the complete set of the display materials. Orders were sent to the office or jobber through which the dealer receives his lamp stock. With the display material on hand in the various parts of the country it was easy for the dealer to get his set and have his displays all arranged in his window when the first advertisement appeared in the national magazines.

Also attached to this letter was the order form for newspaper cuts. All of this material was furnished free.

Then through the Edison Sales Builder, a magazine gotten out monthly expressly for Edison Lamp dealers, they were shown additional displays and sales suggestions and emphasis was placed on the idea of the dealer making their national advertising his own.

Reproductions of photographs, showing displays made by dealers using the material as suggested, were also shown in several successive issues of the Edison Sales Builder.

Photographs of window displays, using this material, and letters telling about the displays and increased business, kept coming into Harrison Office several months after the material was received by the agent.

This proved that the display material was being used over and over effectively.

Letters of comment, photographs of displays installed and some investigation work in addition to a big increase in lamp sales, proved that this method of tying in magazine advertising with window display advertising brought results for all who cooperated.

Another interesting example is one of the series of window trims furnished to retailers by the Armstrong Cork Company. These displays were designed and set up by a practical display man.

There are a number of these trims from which the retailer can select. They come in different sizes so that he can choose the trim which will correspond with the size of his windows; in other words, if he has

In Quebec

In Good Company
The Best Homes
Discriminating Readers

The Telegraph

ALWAYS

The St. Thomas Times-Journal

is the only daily paper published in the City of St. Thomas or the County of Elgin and it is

The Only Paper

taken by over 90% of the people living in this territory.

If you want to reach between 40,000 and 50,000 people who cannot be reached in any other way, use

THE TIMES-JOURNAL

ST. THOMAS - - *Member A.B.C.* - - ONT.

Circulation Over 9,000 Daily

The Most Populous, Productive and Prosperous Province in the Dominion

Prince Edward Island is the most thickly settled, and one of the most productive of the provinces of Canada. The population has no foreign element in it whatever, being of pure, Scottish, Irish, English and Acadian stock. They are the most progressive and enterprising tillers of the soil, and have made such a tremendous success of dairy farming and pork production, that Prince Edward Island is known as the "Denmark of Canada."

Wealth per capita, $1,274 Wealth per family, $6,370

The Charlottetown Guardian

Covers Prince Edward Island like the dew

J. R. BURNETT, *Editor and Publisher*

MEMBER A.B.C. *Standard rate card*

Foreign Rate no Higher than Local

The foreign rate of the Kitchener Daily Record is practically the same as the local rate. Where plates are supplied a credit of seven cents an inch less than the local rate is allowed.

The Daily Record wants more foreign advertising of the better class, and fair rates, good service and results from advertising are building up a splendid clientele for the Record.

Rates from any recognized agency, or direct.

The only A.B.C. paper in Kitchener

The KITCHENER RECORD

Kitchener, Ont.

The Twin City

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
185 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

C. J. HIRT, Managing Director

THE SEA, THE VALLEYS *and* THE MOUNTAINS CALL YOU

PACIFIC ocean breezes, moist and cool all summer long; south winds and the mild Japan current to make winter weather ideal—that's British Columbia. Walk in the green fields in the sparkling sunshine in the valley. Lift the dew covered leaves and pick the luscious, great berries ripening there—the strawberries, the loganberries, the blackberries.

Think of the apple orchards inland in the sunny Okanagan—the valley of bees and blossoms. Smell the sweet aroma of the alfalfa which grows seven tons to the acre.

Five acres, a bungalow, a flivver, and you have solved the problem of your life. We have excellent schools, good roads, fine towns.

British Columbia is Calling You

Promotion Dept. ***FARM and HOME*** VANCOUVER, B.C.

a window 18 feet wide and 7 feet deep, he does not have to use a display which should go in a window 30 feet wide by 8 feet deep, neither does he have to use a display which should go in a window 10 feet wide by 5 feet deep.

After these displays had all been set up they were photographed and reproduced in a book which was furnished the merchant. A full description accompanied each illustration, setting forth material to be used together with instructions for setting it up in the merchant's window.

You probably will be interested to know that during the year 1919 the Armstrong Cork Co. had requests from 3,235 merchants in every part of the country for these displays and you also probably will be interested to know what some of these merchants had to say about these trims.

Typical of hundreds of letters from merchants was one from a merchant in Detroit, Mich., who stated that the window trim together with other advertising matter which was sent him increased his linoleum business over 100 per cent and that the window trims attracted a great deal of attention and he planned to use the displays from time to time as he considered them the best method of creating a demand for their goods.

Worth special mention also are the handsome fashion cards and poster cards furnished by the Mallinson Silk Company. During the week of March 1st, the Mallinson people promoted a "Mallinson Silk Week" and in addition to the cards sent out a circular with three window trims reproduced therein. These suggested window trims were installed by a practical display man in a regular show window and showed the various materials available where they could be used in connection with the displays and stated that they were merely offering these as suggestions.

At the same time as the display men received a folder with window trims, the advertising manager received a book giving a number of good suggestions for advertising the various kinds of silk which Mallinson was pushing during that week.

Of course the usual suggestions for folders, newspaper copy and cuts were also furnished.

These three window displays will give you an idea of some of the practical things which manufacturers are furnishing to the retailers and which are registering. Every manufacturer has his own problems because the thing that will register for one manufacturer will not register for another. Therefore, it is absolutely necessary to design window trims for each

specific line, but before designing, be sure and find out from the retailer if they are the things that he wants, and if you will do this you will find that the retail merchant will work with the manufacturer hand in hand to create greater sales for his product.

The Oshawa Reformer and Owen Sound Sun-Times announce every other day issues commencing October. Both are published in fields as big and important as support many of the smaller dailies, but evidently the publisher's idea is to issue a strong paper every other day rather than a smaller one daily. Three issues a week should fully meet the needs of advertisers in such localities.

The Grain Growers' Guide announces the addition to its staff of Mr. H. C. Skinner and Mr. John A. Macdonald. Mr. Skinner for many years represented the *Grain Growers' Guide* in Winnipeg and Western Canada, and resigned that position to join the A. J. Massie Agency, with whom he has been for the past two years. Mr. Skinner will be in charge of the Winnipeg territory. Mr Macdonald, who comes to the *Guide* from the *Weekly Free Press* after eight years service with that paper, will join the *Guide* staff at Toronto.

A.B.C. Directors Meet

(*Continued from page 578*)

advertising. I believe the contrary to be true. I believe that the advertiser to-day prefers to pay a higher rate for genuine circulation than he would pay for a circulation artificially inflated in this way.

"There is no question that there is excessive duplication of circulation among daily papers both in Canada and the United States. It varies in different cities, but everywhere reaches large proportions.

"The result is that daily newspapers are not so carefully read as they would be if this excessive duplication were not there. My contention is that the raise of subscription rates not only would have a healthy effect on the prices of newsprint by reducing consumption, but contrary perhaps to general belief would make the daily newspapers actually more valuable as advertising mediums than they are to-day, because they would be more carefully and intensely read by those who buy them.

Compliments Canadian Papers

"I cannot resist the temptation to repeat the compliment I paid the daily newspapers of Canada a year ago in Montreal. Taken as a whole, I believe the Canadian newspapers represent the highest type of journalism in the North American continent. We have some newspapers in the United States that are the equal, and it may be some think superior, but taken as a whole, I believe the publishers of the Canadian daily newspapers should be proud of the product that they serve to the general public."

A New Home for

CANADIAN COURIER

Construction work is well-advanced on our new plant. Upon completion we shall have a fine substantial building equipped with presses capable of handling the finest work.

A broader Editorial program—**New presses, new type, new everything** will re-inforce Courier's position at the top of the ladder.

Part of your appropriation can be profitably used in getting in more intimate touch with

50,000 Families

whose purchasing power is unquetioned.

CANADIAN COURIER

Members A.B.C. since 1914

8 UNIVERSITY AVE., : TORONTO

Buying for Canadian Factories

Is not a seasonal demand, nor does it stop during any period of doubt or depression.

Machinery wears out, new equipment must be installed, new material must be secured. Here and there new plants or extensions to old ones must be erected no matter what business conditions indicate.

Two thousand of the men who buy for these plants read and look to The Canadian Manufacturer for information.

If you want to sell to Canadian factories you should advertise in

The Canadian Manufacturer

51 Wellington West, TORONTO

To American Advertisers

Seeking a market in Canada by direct mail advertising.

WE are producing reprint catalogues and other advertising matter for a number of large American advertisers and shipping direct from our plant to their branch houses and agents in all parts of Canada.

This service is available for you. It saves duty, customs delays, and money.

Send us your electrotypes, we do the rest.

West Toronto Printing House

HENDERSON & GALBRAITH, PROPS.
1945 ST. CLAIR AVE. TORONTO

Translations English To French

"The Largest French printing house under British Flag"

IF you are seriously contemplating the translation of your English literature into French, have it done by some one able to give proper and effective translation.

This also applies to your French printing—we can do both properly—all work entrusted to us guaranteed.

We handle transactions and French printing for several of the largest houses in Ontario and Quebec.

"La Patrie" Pub. Co.
Limited
JOB PRINTING DEPT.
Montreal : Canada

Thinks Advertising Agency Commissions Should be Standardized

Certain newspapers guilty of trying to corrupt the advertising agencies G. M. Murray tells his clients. Thinks each advertiser should make own selection of mediums.

IN a Confidential Bulletin sent his subscribers on September 15th last, G. M. Murray, chief moulder of the public-opinion moulders, takes a rap at publishers who secure favored consideration from agencies by offering higher commissions. He says:

"Did you ever stop to think in what peculiar relationship you stand to your advertising agent? You employ him, yet you don't pay him; it is your work he does, yet it is the publisher who pays him for doing it. Rather an odd situation, isn't it?

"Odd things about business are usually worth investigating, because underlying them there may sometimes be conditions that are inherently unwholesome. What would you think, for instance, of employing a man to buy all your raw material and your general supplies, and instead of paying him a salary, allow him to make what he could out of the commissions he was able to secure from those whose goods he bought for you? Ridiculous, you say; the principle would be fundamentally wrong. Yet wherein would it be different from the system whereby your advertising agent is paid for doing your work?

"In raising this point I am not finding fault with the advertising agent. The ethics of the business in which he is engaged sanction his acceptance of commissions from the publishers in lieu of fees from the clients served, and the agent would be a fool to forego the opportunities thereby afforded him of increasing his earnings. But I do think the press is to be severely censured for condoning a principle that is radically unsound, and for resorting to practices under that principle that are subversive to business morality.

"It has pleased certain newspapers to allude to me as one who is endeavoring to corrupt the press, as though the press of this country were something pure, undefiled, free from any taint of commercialism. With much more relevancy it might be said that certain newspapers are guilty of trying to corrupt the advertising agencies of Canada, in direct violation of the spirit if not of the letter of the Secret Commissions Act. Let me explain by means of an illustration of something, not that might happen, but that frequently has happened.

"Suppose you have decided to use only one of two papers in a certain town. Their circulation is the same, their rates to you are the same. But one of them only allows your agent the regular commission of 15 and 3 while the other confidentially informs him that on any new business he can turn in during the next three months it will slip him an extra 5 per cent. Is it honorable on the part of that newspaper to put your agent in such a position? You depend upon him for impartial advice, to give you an unbiased opinion as to which of the two papers you had better use, and just at that time along comes one of them and offers him an extra 5 per cent. on the side to switch your business its way. Maybe the 15 and 3 paper is fighting socialistic doctrine while the 20 and 3 paper is helping to spread it. A nice situation for the agent to be placed in, isn't it? And what a fine code of honor it discloses in an institution that boasts of its own impeccability.

"I do not imagine that this pernicious system of remunerating advertising agents will be easily upset. It has been long established and is deeply entrenched. But until commissions are standardized by law, or until some other satisfactory substitute is evolved, I do think it furnishes an additional reason (and an exceedingly important one) why every advertiser should make his own decisions as to the publications he will employ, and make them intelligently and in the light of definite knowledge as to what each publication stands for."

* * *

Western Ontario Dailies Meet Again

A SECOND meeting of Western Ontario daily newspaper publishers and advertising managers was held in Brantford on Tuesday, Sept. 14th and proved perhaps an even greater success than the first meeting held in Kitchener early in July. About thirty newspaper men were present and were the guests of Messrs. T. H. and W. B. Preston of the Expositor during their stay in Brantford.

The afternoon session was marked by a delightful absence of formality and stiffness, and seldom has a gathering of newspaper men enjoyed a more beneficial get-together than the almost solid five hours devoted to the discussions. Mr. W. B. Preston was a most efficient chairman and the proceedings were at no time allowed to drag. A lengthy program had been drawn up and all the more important subjects in the lists were covered.

Some discussion arose as to the matter of forming a permanent organization with a staff of officers, but it was decided that the informality which had marked their gatherings was a decided advantage and it was decided to continue the organization in the same impromptu manner as at present and hold meetings six times a year, the chairman in each case to be the publisher of the paper where the meeting is held.

An interesting report of various economies effected by individual publishers

brought out a lot of beneficial information.

Mr. J. W. Ferguson, promotion manager of the C.D.N.A. explained to the members the reason why they should secure the data and answer the questionaires sent out by his department. After hearing Mr. Ferguson a resolution was unanimously adopted urging the members of the association to promptly fill in and return the questionaires.

Mr. J. H. Johnson of the Brantford Expositor gave an illuminating address on the matter of selling "copy" rather than space. Mr. Johnson emphasised the point that the publisher's responsibility was by no means ended when the contract was signed, and by local instances showed how attention and help to new advertisers frequently meant the development of a permanent account. He illustrated his talk with examples of ads secured by the Expositor through writing copy.

The adoption of the Standard Rate Card, and the Standard of advertising practice as laid down by the Canadian Press Association was recommended to the members.

Among other subjects discussed were "Agency Relations," "Experience of those selling entire output to boys as against system of employing own route boys and making collections," "Experience of those using motor trucks for delivery of papers to agents," "Collection accounts by sight draft at first of month," etc.

Mr. H. B. Burgoyne of the St. Catharines Standard, invited the gathering to hold the next meeting in St. Catharines, and the invitation was accepted, the meeting to be held in November.

Good Product Necessary

Instead of regarding advertising as a separate and distinct power that we can hitch on to something and make it go, we should consider the power inherent in the product that will make advertising go. Advertising should not be regarded as a mere matter of copy, illustrations, layout, type, space, and skill in using all these elements, any more than a man should be regarded as a head, body, two legs, two arms and so on. Advertising, like man, has a soul, has character; and however good looking its externals may be, it is its inner self that counts, just as it is the man's inner self the world takes count of and not just his appearance or manners.

A sincere piece of advertising about a sincerely-made product that is of use to mankind cannot help being a success in the long run, even if in its presentation the advertising seems to break all the known rules (or precedents more likely) of copy writing and lay-out. What the product can do to benefit mankind is the primary consideration, not how necessary a "clever" writer can make it appear to be. What an article really is will shine through any and every attempt to make it appear what it is not.

The Toronto Rotary Club has been running a series of advertisements in several Toronto dailies urging boys to go to school. The advantages of an education are emphasized in a way that is calculated to appeal to the younger element which is impatient to get into business. Rotarian J. P. Patterson is in charge of the campaign.

Miss Donalda C. MacKinnon, of Niagara Falls, is advertising "Donnas" Foot Balm, Cold Cream, Invisible Cleansing Cream, Cold Cream and other toilet specialties in a list of Ontario papers, thorough the Hamilton Advertisers Agency.

MARKETING had an interesting chat with Geo. B. Cooper, advertising manager of the Edmonton *Journal*, who has been making an extended trip among eastern advertisers. He is very optomistic about the business outlook in Edmonton and surrounding country, especially in view of the splendid crop results recently announced.

Forty Grocers

in the city of Galt with its population of over 13,000 inhabitants, offer you a splendid opportunity to increase the sales of your product in this area.

The

Galt Daily Reporter

is the only daily published in the district of South Waterloo. Besides a large distribution in the city, it covers the towns of Preston and Hespeler and the surrounding rural territory in a most satisfactory manner for national advertisers.

Let us be of service to you

Galt Reporter Ltd.

Henry J. Foster, *Mgr.*

GALT, Ontario

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING

READY SET NEWSPAPER PLATES

DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED

F. DIVER, PRESIDENT

110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

TO SECURE THE MOST FAVORABLE FIRST IMPRESSION

USE TWO-FOLD LETTER HEADS

The business man who receives a two-fold letter head is at once struck by its all-round superiority to the great mass of letters which his daily mail contains. This at once puts him in a favorable attitude to ward the message the two-fold letter head bears.

TORONTO ENVELOPE CO's two-fold letter heads are proven business producers, as many big business houses know by experience.

Your printer will get them for you, with envelopes to match.

When ordering them from him, ask him if he is getting our little folder, "Quality and Service." He will welcome it each month, we are sure. Indirectly it will benefit you as well.

TORONTO ENVELOPE CO. Limited

119 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY

"GIBBONS KNOWS ADVERTISING"

MONTREAL TORONTO WINNIPEG

OTTAWA

The Nation's Capital

NO city in the Dominion enjoys quite the same advantages as OTTAWA from the advertiser's view point. Here are a few features that have made it the logical "Try Out" Ground for the Canadian Manufacturer.

1. **A population in city and suburbs of over 185,000 served by excellent street car services.**
2. **A further population of 125,000 in rural communities and country towns for whom OTTAWA is the logical shopping centre.**
3. **A large permanent Civil Service unaffected by industrial disputes, who are large earners and heavy spenders.**
4. **The absence of competition from other metropolitan newspapers. The Ottawa Dailies completely cover this field, and no paper from outside points is a serious competitor.**

OTTAWA is indeed the City of Newspaper Advertising Opportunity.

Ask your Advertising Agency.

The Ottawa Daily Newspapers

The Morning Journal
The Evening Journal

Ottawa, Canada

The Morning Citizen
The Evening Citizen

The Canadian Fashion Quarterlies

Bought by Canadian women shoppers, in the stores where they do their shopping, solely to learn *what's best to buy.*

PROBABLY no other type of publication affords so direct an approach to, and exercises so important an influence on, the shopping demands of Canadian women each season as these Fashion Quarterlies.

Each copy bought is taken home, usually by a wife or mother, because she wants that particular issue as a guide to that season's shopping. She consults it repeatedly, goes over it with her friends, while making up her mind about the various items of apparel she plans to buy.

Thus you get direct contact with most of each season's biggest shoppers—those who can afford at that time to indulge in better-than-ordinary things for themselves, their children, their homes. You get this contact through the very medium which exercises the strongest influence on their desires.

Think how many ardent yearnings, how many burning desires, are created by the page after page of attractively illustrated and described merchandise which the best women customers in each town consult in each season's Quarterlies! The women who dress out of the ordinary, whose homes are so much better furnished, tables so much better laid, the women most easily interested in up-to-date labor-saving appliances—these make up the audience attracted to the Quarterlies.

Every Quarterly the merchant sells is an assurance of further sales of merchandise in his store. But for this fact merchants could not profitably handle them. Merchants recognize the trade-stimulating value of the Quarterlies. They know that their customers' demands are influenced by the Quarterlies. They know that the Quarterlies reach a large percentage of the best homes in their respective communities. Your advertising in the Quarterlies reaches the consumer through the merchant himself.

Here is consumer advertising and dealer-co-operation ideally combined, concentrated in the very neighborhoods where trade is most active.

Butterick Quarterly
Autumn 1920
PRICE 25 CENTS—BY MAIL 10 CENTS EXTRA
WITH CERTIFICATE GOOD FOR 10 CENTS IN THE PURCHASE OF ANY BUTTERICK PATTERN

The Butterick Quarterly
The Designer Quarterly

Two separate and distinct magazines published in Toronto, Canada, four times a year.

On sale the year round in more than 3,000 dry goods and department stores, located in the best shopping neighborhoods in the principal towns and cities.

Spring Fashion Numbers
On sale January 10th to April 10th.
Advertising forms close November 20th.

Summer Fashion Numbers
On sale April 10th to August 10th.
Advertising forms close February 20th.

Autumn Fashion Numbers
On sale August 10th to October 10th.
Advertising forms close June 20th.

Winter Fashion Numbers
On sale October 10th to January 10th.
Advertising forms close August 20th.

Net sale 300,000 copies during the year. 75,000 quarterly average.

63% in towns and cities over 25,000 population.

21% in towns under 25,000 and over 5,000 population.

For specimen copies, rates and other particulars write

Manager Advertising, Canadian Fashion Quarterlies, 53 Yonge Street, Toronto

Canada's Empire Builders

FROM ocean to ocean, "Office Specialty" equipment and "Office Specialty" systematized offices are promoting better work, greater accomplishment and greater economy for railroads, mills, mines, banks and factories—in the offices of every Canadian Empire-building industry.

"Office Specialty" equipment, recognized for its high quality everywhere is helping, through the aid it gives to all industries, to make Canada's name an honored one in the markets of the world.

The wide range of "Office Specialty" equipment provides for every need of the modern office. Our Dominion-wide service organization ensures supplying promptly everything you require in the way of equipment and System Service.

Any one of our ten Service Stores will gladly supply you with any information desired and will earn your continued patronage by giving you the best of good service.

The OFFICE SPECIALTY MFG. Co. Limited
Home Office NEWMARKET Canada

Filing Equipment Stores at:

TORONTO MONTREAL OTTAWA HALIFAX HAMILTON WINNIPEG
REGINA EDMONTON CALGARY VANCOUVER

OFFICE SPECIALTY
FILING SYSTEMS

965

Marketing

Edited by
W.A.Lydiatt

Helping O-Cedar Build Sales

Even the women who "never read advertisements"—must obtain from a mere glance at any O-Cedar advertisement, the idea of its association with beautiful woods.

This manufacturer freely admits that his advertising—written and designed by the ***ADVERTISING SERVICE COMPANY***—is one of the most important factors in building up the large and over-growing demand for O-Cedar.

If you have hesitated to advertise because of a belief that your product is "different"—"difficult to advertise"—or "not in need of advertising"—we would like to have the privilege of submitting some facts and figures that may throw new light upon this whole question of publicity for you.

Telephone Adelaide 5482, and "one of us" will call upon you.

ADVERTISING SERVICE COMPANY LIMITED
MONTREAL and TORONTO

FROM A FORMER ADVERTISING MANAGER OF A CLIENT OF MINE

"I was very much interested to read your article on 'Cutting Overhead by Bettering Overheads,' since it included my own experience with you, when you were the outside and I was the inside man. One statement was particularly true to my mind, and that was that the best work a man does is usually in the first few months of his connection with the concern, for then he is still untrammeled by details and routine, which are bound to take hold of him later and blind his eyes to the larger things."

For three and a half years his company paid me a regular retainer until its reorganization was completed.

E. St. Elmo Lewis
Counsel in Advertising and Sales and Merchandising
Astor Court Building
NEW YORK CITY

MACLEAN'S a Magazine of Dominance and Leadership

Many of the most successful advertisers in Canada and the United States look upon MACLEAN'S as the dominating influence in Canadian advertising.

Many of these advertisers concentrate in MACLEAN'S because—

Advertising in MACLEAN'S produces maximum results with a moderate expenditure of time, energy and money. Aggressive campaigns in MACLEAN'S facilitate distribution—a nation-wide influence is obtained at one small cost. The sales appeal is tremendous.

Sales forces of advertisers, jobbers and merchants work faster and more effectively.

Consistent advertising in MACLEAN'S MAGAZINE influences customers and merchants in 2945 communities throughout Canada.

A Remarkable Growth

MACLEAN'S has shown a remarkable growth in circulation and in advertising lineage. The circulation has doubled during the last few years—proof of its great popularity with the buying public.

The growth in advertising lineage is the result of ***acknowledged merit***—of influence and public power.

—for the first 10 issues of the year 1918, MACLEAN'S carried a total of 188,515 agate lines.

—for the same period of the year 1919, MACLEAN'S carried a total of 353,339 agate lines.

—for the year 1920 up to and including the October 1st issue, MACLEAN'S has carried over 500,000 agate lines of advertising.

For the last two years only one general monthly American magazine has equalled the lineage carried by MACLEAN'S, showing that MACLEAN'S is one of the ***outstanding advertising mediums on this continent.***

Further proof of leadership is to be found in the monthly lineage figures published by *Marketing*. Analyze them—watch the figures for every classification—Household Equipment, Household Supplies, Foods, Confections, Beverages, Musical Instruments, Wearing Apparel, Toilet Specialties, Automobiles and Accessories—they show that MACLEAN'S is the logical medium to ***head the list for every national campaign in Canada.***

A representative of MACLEAN'S will be glad to go into detail regarding plans for 1921—give you information concerning black and white advertising, two-color run-of-paper, and color advertising. Why not write or phone for information ***now?***

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

143-153 University Avenue, - - Toronto, Canada

BILLIONS

For Canada's Farmers

The gross value of the agricultural production of Canada for 1920 will exceed $2,500,000,000—an amount sufficient to wipe out the national debt of Canada and still give $700 to every farm home.

The value of five course grain crops alone will total $1,250,366,000—an increase of *57 per cent.* over 1919.

The per capita value of Canada's field crop is $227 compared with 165 in 1919. The per capita value of the United States crop in 1919 was about $122.

The gross value of Canada's Agricultural products represents an average of $3,335 per farm compared with $2,634 in 1919.

These impressive facts and figures indicate to some small extent the mighty buying power of Canada's 750,000 farm homes, of which *one in every five* receives the Family Herald and Weekly Star.

Here is a rich and rapidly expanding market, instantly responsive to advertising appeal. Canadian farmers are in the market now for practically all general commodities sold to urban dwellers as well as for products suited exclusively to the farm.

A carefully planned advertising campaign in the Family Herald and Weekly Star will keep your goods moving in constantly increasing quantities along the rural routes into the most prosperous farm homes in Canada.

During the next six months is the time to attract your share of the huge trade resulting from Canada's super crop. Put Canada's National Farm Journal on your sales force.

Circulation exceeding 150,000 weekly sold nationally or sectionally. Entire Dominion edition 50 cents, flat. Either Eastern or Western Division 30 cents, flat.

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

Established 1870

MONTREAL, CANADA

SEMI-MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO-FIFTY A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIV, No. 11 TORONTO, CANADA OCTOBER 15th, 1920

WHAT WILL THEY DO ABOUT IT?

Forthcoming meetings of Canadian national advertisers and daily newspaper publishers afford an opportunity to clear up several contentious matters. Relations with agencies may provoke drastic recommendations unless cooler judgement prevails. Will Murray stampede advertisers?

By the Editor

IF advertisers and publishers talk out in meeting as they have talked to me privately during recent months, we may see some fireworks featuring the annual meetings of the Association of Canadian Advertisers and the Canadian Daily Newspapers Association, which are to be held in Toronto on October 20th, 21st and 22nd.

And if enough other advertisers and publishers feel the same way about certain questions which are being discussed with a good deal of warmth, said fireworks may consist of a few high explosives which threaten to change some aspects of Canadian advertising scenery—assuming, of course, that either advertisers or publishers have the courage of their expressed convictions.

Take the matter of their relations with advertising agencies, which concern both advertisers and daily newspaper publishers, for example.

The advertiser is accustomed to regard the advertising agency as being in his employ. In a very real sense the agent is his purchasing agent, entrusted with the expenditure of large sums of money. The agent is relied upon for advice in the selection of advertising mediums. He is expected to keep thoroughly posted as to the respective merits of various mediums, and recommend those calculated to render the best service for the money expended.

The advertiser would like to feel that the agent's advice as to mediums is impartial, and reckons only the advertiser's advantage. But in a growing number of instances, he does not feel that way about it—and for what are advocated as very good reasons.

Payment by Publishers Wrong, it is Contended

There have always been some advertisers who have argued that the prevailing practice by which agencies get their remuneration from publishers is all wrong. Although employed by the advertiser in the capacity of purchasing agent he is paid by those whose "goods" he buys. A ridiculous situation, it is argued!

Under such circumstances, how can you expect his advice to be disinterested? How can he be expected to consider favorably mediums which may allow him no commission? Or where one publication offers the inducement of a higher commission than another equally good, perhaps better, medium for a certain campaign, are we to believe that the agent is not influenced thereby?

I have said that some advertisers have argued this way for some years past. Whenever advertisers get together the subject is likely to come up sooner or later, and this point of view finds strong expression. It sounds logical to others, new converts are won and the demand grows that something be done to bring about the abolishment of the practice.

Nor is this view peculiar to advertisers in Canada. Among national advertisers in the United States, the majority of opinion may be said to favor a reform in this connection. If it can be called a movement, it is unquestionably gaining headway. And recent developments in Canada have tended to give it impetus.

Choice of Mediums Governed by Amount of Commission Paid

Sifted down to their essence these objections simply amount to the firm conviction that the payment of commission by the publisher unduly influences the agent's judgment. The agent cannot be expected to favor mediums which pay no commission, and on the same theory, must be expected to favor the medium paying the highest commission, whenever possible.

This reasoning recognizes that varying rates of commission are offered or demanded. As a matter of fact, some mediums, notably posters, street cars and a few publications, allow no commissions to advertising agents. Their dealings with the advertiser are direct, through their own representatives. Among publications, some trade and technical publications pay no commission, some pay 10%, some 15%; among daily newspapers some pay 15%, some 20%, some 25% and a few possibly more; magazines and farm papers allow 15% to 25%, though 15% is generally allowed by the best class of publication.

Generally the publications maintaining a lower rate of commission are those which stand highest in the estimation of knowing advertisers. If a publisher finds it necessary to allow any agency a larger commission than his competitor, it may be assumed that he has the less desirable medium. If preferred by the agency, it is usually a case of sacrificing the advertiser's best intersts to secure the larger margin of profit.

All Agencies not "Bribe-Takers"

Not all agencies will be found to be either soliciting or accepting this form of "bribery," as many do not hesitate to call it. Many of them are willing, and find it profitable, to work on a reasonable margin. As a rule they are the agents who are more concerned about rendering a profitable and satisfactory service to the advertiser. They go to more trouble and expense to give service to the advertiser than agents who "cannot afford to work for such small commissions" yet find it possible to split the commission with the advertiser if necessary to get the account.

Probably most of the agents will be found to favor a strictly observed, standard rate of commission. It would place them on an equal footing with all other agencies as regards terms secured from publishers and terms offered advertisers—and would place competition between agencies entirely on a basis of ability to serve the advertiser. It would protect them from the rate-cutting, commission-splitting tactics by which their clients are occasionally enticed away from them by agents who seek and enjoy privileged commission arrangements with numerous publishers. All they want is a square deal, no favors, and no secrecy.

In addition to the commission, most publishers allow a cash discount for prompt payment. Some advertisers have recently been contending that this cash discount should be passed along to them for similar prompt payment of accounts. To this some of the agencies have objected—and have met this demand by an endeavor to induce publishers to discontinue cash discounts as such making them instead a part of the commission. Possibly this is only another scheme to get rates of commission increased.

Standard Rate of Commission Would Remove Objection

If, as the "agitators" among advertisers would have us believe, the judgment or advice of any agent is influenced to any extent by the amount of commission paid, does it not follow that the objection would be removed if all the publications in any class, or all classes of publications, allowed exactly the same rate of commission?

If, when it came to a choice between certain daily newspapers, or between dailies and weeklies, or between newspapers and magazines, the rate of commission yielded was not a factor, undoubtedly the advertiser's advantage would be the sole consideration.

It has been on this ground that Marketing has contended for the standardization of agency commissions. Only by bringing about the strict maintenance of a fixed and unvarying rate of commission can the agencies preserve their status and secure the respect and confidence of advertisers generally.

I have been surprised that more agencies did not recognize this. Nor have I been alone in hoping that the agents themselves, through their associations would agree upon and make public, clearly defined standards of practice, the keystone of which would be a standard rate of commission from all publications, with none of the rebating or commission-splitting and such practices as continue to risk their reputation.

Until the agents establish and observe a standard of ethics under which any agency even accepting other than a standard rate of commission, or resorting to any practice contrary to the recognized code, will be "disbarred" or outlawed, they will continue to imperil their status in the advertising business and feed the agitation which seeks to upset their established relations with advertisers and publishers.

Merits of Mediums Don't Count

Within the last two weeks I have seen a letter from a prominent agency to a publisher whose paper would be preferred in many cases on the basis of circulation, rate and standing in its field, in which the publisher was plainly told that unless he could allow a higher rate of commission the agency would be unable to recommend the paper further to its clients.

I have been told repeatedly of boasts made by another agency that it enjoys special commission arrangements with at least one daily newspaper in every city of importance—based on the understanding that when only one paper is used in these cities these papers will get the preference in every case. The complaint is commonly made by many publishers that they cannot get consideration from certain agencies on the merits of their papers, because competing papers are believed to pay higher commission.

In soliciting business from some agencies numerous publishers report that the question of commission seemed to be the chief consideration with the agency, the impression being given that only by allowing more commission would their medium be recommended to clients.

Where do advertisers figure in this kind of dealing? Is it any wonder that they find ground for their contention that under existing conditions they do not get a square deal; that only by removing this "temptation" or, as some put it, the element of bribery, can they be sure that their interests are the first consideration with the agent?

Regulation Required, Not Revolution

The question will come up, it is reported, at the advertisers' meeting. Prevailing conditions invite radical recommendations. In discussing the question, however, I believe advertisers would do well to recognize that the situation calls for more strict regulation, rather than entire abolition of the existing method of compensating the agent. Because abuses exist under the present arrangement, it does not follow that the situation would be improved by abolishing agency commissions entirely.

Were the payment of commissions by publishers discontinued, it is a question whether publishers' rates would be lowered by that percentage, if at all. I believe existing scales of rates to advertisers would be maintained. Many publishers would find it advisable to increase their soliciting staffs. Some would undoubtedly establish service bureaus to prepare copy for advertisers. This would add to the publishers' selling expense, and would have to be covered in their advertising rates. The net result would probably be an increase in the cost of getting and handling advertising—which would necessarily be met by all advertisers, including those who would go to the additional expense of employing independent service agencies on a fee basis.

I believe the existing arrangement operates with the greatest economy to both advertiser and publisher. And while conditions decidedly call for a wholesome "clean-up" movement, caution suggests a try-out of the established practice under improved conditions.

How Publishers View the Situation

It is expected that agencies will come in for some discussion also at the meeting of the daily newspaper publishers. They usually do. And the opinions expressed are often none too favorable to the agents. In fact, there are many publishers who agree with the view that the present method of compensating agencies is all wrong.

They, too, regard themselves as the employers of the agents. If the commissions come out of the advertisers' pockets, they stay out of the publishers'. Thus the agent is in the difficult position of being expected to

(*Continued on page 623*)

WHO PAYS FOR THE ADVERTISING?

How advertising operates to keep costs down, and is really paid for by non-advertising competitors. Examples quoted to show that advertising reduces, rather than increases, the cost of articles of merit.

THE argument that "we can sell you this line cheaper because it is not advertised" is frequently used by salesmen offering unadvertised goods, and it is one which shallow-thinking merchants are too readily inclined to accept. Does it not follow, they reason, that the immense sums spent by some firms in advertising *must* be added to the cost of the goods? Such is the logic of some of our legislators who talk of taxing those who waste such large sums of money in "puffing" their goods, and of postal officials who try to have higher rates inflicted on the advertising sections of our publications. And the average citizen is occasionally heard to remark that this firm or that must be making lots of money "when they can afford to advertise so much."

Much has been written to correct these erroneous ideas, yet facts illustrating the economic value of advertising cannot be stated too often or circulated too widely. Seldom have we seen the cost-reducing effect of advertising more clearly illustrated than in the story used by a salesman for an advertised line of goods in meeting the competition of unadvertised lines.

Who Pays for the Advertising?

As this story went, there were three competing mousetrap makers, all doing about the same amount of business. Each charged the trade 20c. a trap, which the merchant retailed for 30c. One day one of these manufacturers decided to spend one cent. per trap to advertise. He did not raise his price to the dealer, and the dealer did not raise his price to the public.

The advertising trap-maker kept it up for a couple of years, when it was found that his business had grown to such volume that he could build better machinery, and instead of turning out a trap for 15c., by quantity production he could not only make the trap for 10c. but could give a better trap. So he was able to sell it to the dealer for 15c., and the dealer could sell it to the consumer for 25c.

Now who paid for the advertising? Not the consumer, who now got a better trap for less money. Not the dealer, because he now made a better percentage of profit, gave his customers better value, and made a quicker turnover. Neither did the manufacturer pay for the advertising, because he now sold so many more that where he used to make 5c. profit per trap and sold a thousand a day, he now made 3c. per trap and sold three thousand a day.

He was selling three times as many. Yet the supply of mice had not increased like that. So we look closer and find that the other two mouse trap men were out of business. The men who really paid for this manufacturer's advertising were the two who had not advertised, and who paid with their business. So if our competitors only realized it, while they are talking about our advertising, they are really paying our advertising bills.

Advertising Keeps Prices Down

Probably you can draw examples from your own experience which you can substitute for the mouse-trap makers to give realism to this story, which is said to have been used with very good effect in convincing retailers that this talk about advertising adding to the cost of the goods is without weight. There are plenty of facts from experience to show that an advertising policy not only tends to raise and maintain quality, but decreases cost of production, cost of selling and the selling price.

Many examples of this were quoted recently by John Sullivan, secretary of the Association of National Advertisers in a strong defense of advertising called forth by the statement of a judge that, "advertising is a method of selling goods which, without increasing their merits, increases their cost."

"Advertising is simply, as contrasted with the individual selling method, a massed salesman" wrote Mr. Sullivan. "It is the massed marketing method of securing the distribution of manufactured products; and not only manufactured products, but ideas and ideals and information. If it were used, as it should be, by democratic governments, the cost of the operation of democratic governments, and securing the spread of democratic influences would be found less than it now is; democratic governments are in the individual selling stage; they want educating on the massed method.

These examples disprove the increase-cost argument:

The manufacturer of a well-known line of women's garments has made the following definite statement: "Both . . . qualities and . . . values improve with an increased volume of production. The more . . . garments are made under the same organization, the better the garments come out, and the more economically they are produced."

Crackers sold under a trade-name are packed in hermetically sealed packages, and reach the consumer without any such deterioration in quality as would be the case with crackers sold in bulk. The adoption of an advertisable trade-name makes it possible to have conditions that preserve quality.

Who ever saw bulk macaroni that was clean? Or any other bulk goods. Again, packaged goods and advertising and quality are inseparable.

The same statement applies to vinegar, to vegetable oils, to breakfast foods, tea, coffee, spices, rice, and a multitude of other goods for human consumption. Sell goods without its being possible to identify them, and invariably inferior goods are sold in substitution. But identification cannot be dissociated from advertising.

Take the case of a chemical preparation for toilet use; the manufacturers do an enormous amount of research work in order to maintain the quality of the goods and their reputation. Only large-scale production makes this possible, and large-scale production is possible only through advertising. For the non-advertising competitors of this firm, the question of quality or standard is a very elastic one; and, whenever they can, they seize on the information obtained by the research work of the advertising manufacturer.

Another manufacturer of a toilet article is on record to the effect that as a result of the massed method of marketing, attention has been constantly given to quality, and, accordingly, the intrinsic value of the goods has been increased.

In the case of a famous household utility, large-scale production, made possible by advertising, has brought about the introduction of better manufacturing facilities, which have enabled improvement of quality.

The quality and intrinsic value of a widely-advertised men's undergarment have been increased every year that the manufacturer has been in business, due to growth in the business and additional output. There have been better finish, better sateens for facings and bindings, buttons better sewn on, better grade of button stays. This company also uses a yarn for which it pays a premium, yet it can compete in price with non-advertised goods and deliver a better garment.

In spite of the fact that cloth, boning wire, clasps and metal parts increased in price during ten years at rates varying from 12 per cent. to 72 per cent. a largely-sold corset has had many improvements added to it. The total value of the materials increased 37 per cent.

During thirty-seven years, a table-jelly manufacturer expended thousands of dollars in increasing the quality of the product, yet the price remained the same throughout that period, and in spite of increased costs of materials.

Twenty-eight years ago the makers of a watch that is known all over the world produced a large machine-made article and priced it at $1.50 to the public. The first year, without advertising, they sold 12,000 watches. Next year, with some advertising, 87,000 were sold. Then, being able to increase the factory output by having created a market and stabilized it, they were able to reduce the size of the watch, reduce the price to $1, and sell 485,000 the third year, increasing, of course, the massed marketing effort.

To make a watch that can be more conveniently carried is surely adding to its merits.

There is a mass of similar information available. But proof does not merely rest upon examples; it rests upon a principle in the manufacture and distribution of merchandise; identification of the goods necessitates not only high quality, but also standardization of quality. Goods which are advertised must not be allowed to vary in quality or drop below a standard. And the standard must be high in the first instance to enable the goods to secure a market at all; the advertising of inferior goods, inferior men, inferior ideas, cannot secure permanence of position or circulation; advertising and truth and quality are correlative. In other words, advertising can only work successfully on positive lines. It cannot succeed if employed for negative purposes.

To secure standardization of quality, there must be large-scale production. To venture on large-scale production, a manufacturer must have a stabilized market—a a constant output. He can obtain such a market and output only by the massed method of marketing.

Then, I have said that this massed marketing method—advertising—decreases cost of production, cost of selling, and the selling price.

The makers of a famous photographic camera, when they began advertising more than thirty years ago, made one camera which took a 2½-inch picture and which sold at $25. In 1917 (at the time the violent rise in cost of materials began) they made a far better camera which sold for $10. Another, which took a 4-inch by 5-inch picture, sold for $60. In 1917 they sold a far better camera, in the same class, for $20. And so on through the line.

When the manufacturer of a well-known breakfast food began advertising his goods sold at 15 cents a package. In 1917 his package was 50 per cent. larger and sold for 10 cents.

The producer of another well-known food specialty was in 1917 selling his goods to the wholesale grocery trade at 25 per cent. less than in 1913.

Twenty-three years ago a nationally-advertised shaving stick was sold in a cheap metal leatherette-covered box. Twenty-three years later a stick containing 20 per cent. more soap was being sold in a handsome nickel box at the same price.

Automobiles, thirteen years ago, sold at $5,000 or $10,000. Equally good cars have been selling for much less money. In an actual case, the price of the car in 1905 was $1,250, in 1917, $875.

Between 1914 and 1918 the labor costs of an ironing machine company increased 100 per cent, and the cost of cast iron 300 per cent. The company debated—should it lower the quality or should it increase the price. It broadened the scope of its method of massed marketing—advertising. It secured a broader market. It manufactured more machines. The quality was kept unchanged. The selling price in August, 1919, had advanced only 17 per cent.

In June, 1917, a canvass showed that the selling prices of the goods of one hundred and forty-two manufacturers, known the country over, and even internationally, had either not advanced at all, or only to a very small extent, in spite of the fact that in many cases the increase in costs of raw materials was from 25 per cent to 300 per cent. On the contrary, there was a general advance in the prices of unbranded non-advertised goods.

In a report issued in June, 1917, it is shown that manufacturers of nationally-advertised clothing, automobile accessories, and hats, respectively, reduced their selling costs 50 per cent, 70 per cent and 17 per cent. It is obvious that had the selling costs increased, the selling prices would also have increased.

As the output—result of advertising—of a universally-known grape juice increased, the prices of cases were reduced from $9 and $10 to $4.75 and $5, and then to $4 and $4.50. In 1897 the firm paid $10 a ton for its grapes. In 1910 it was paying $43.50 a ton. In 1913, $50 a ton in the early part of the season, and, later, $60 a ton.

The selling cost of a spark plug was decreased 70 per cent in four years. The prices of the plugs made were scaled down as follows:

In 1905	$1.50 to $2.50
In 1910	1.00 to 1.25
In 1915	.75 to 1.25
In 1917	.75 to 1.25

In 1908 a magneto sold for $150. In 1916, a much better magneto used for the same purpose was selling at $81.

These cases are not exceptional—just illustrative. Again, proof rests upon and follows understanding of a fundamental principle: only by large-scale production can there be a minimum unit cost of manufacture; large-scale production is the consequence of securing constant output because of secured or stabilized markets; such markets can be created—and created rapidly—only by the massed marketing method—advertising.

* * *

The advertising of the Auto-Knitter Hosiery (Canadian) Co., 1870 Davenport Rd., Toronto is now being placed by the Ruthrauff & Ryan Agency, New York.

* * *

The Canadian H. W. Gossard Co., Ltd., makers of Gossard Front-Lace Corsets, have moved to new premises at 336 Adelaide St. West, Toronto.

* * *

The Savoy Candy Co., of 362 Bathurst St., Toronto, is doing some newspaper advertising for its "Mary Anne" line of chocolates.

* * *

The Pure Cane Molasses Co., of Montreal, is running some advertising for "Windmill" brand of Barbadoes molasses. From the copy it appears that the sale of blended molasses and table syrups has been cutting into the demand for "old-fashioned" molasses, a condition which it is doubtless hoped this advertising will correct.

OVER THE CREST OF HIGH PRICES?

Seems no question but that a period of declining prices is upon us. But no reason to believe bottom is falling out. Canadian business sound, even though temporarily inactive in some lines.

EVERY indication at the present time, points to the definite probability that we are over the crest of high prices. The past weeks have seen a movement in this direction, that broke out of a practically clear business sky, as far as Canada is concerned. In the United States, there has for some time past been a serious slowing up of industry, factories closing, or on half time, and a growing fear that the days of hard times were drawing near. No such condition has up to the present moment been a fact in Canada, yet Canada has felt the effect of the conditions prevailing with her neighbor to the south. The uncertainty, the feverish bidding for business, that has resulted in price recessions, has had its counterpart in Canada, perhaps to a more limited extent.

Speaking generally Canada is being influenced by conditions whose roots do not lie within her own borders. As has been stated many times in these articles, Canadian business is sound at the present time, and that because all Canadian business is more or less directly based on the sound position of the farmer.

People who have been nervously looking over their shoulder for hard times, and there have been some of these even in Canada, are doomed to be disappointed. Canada has a large wheat crop, not a record crop, but one of good average proportions. that is reported to grade well above the average. She has a ready market for this crop at substantial prices. That means a well to do farming community; a community in which this profitable year has followed on other profitable years. The actual buying power of the farmer is higher than it has ever been before, and with such a condition existing actual hard times are hardly within the realm of possibility.

While this is so, there is no question that a period of declining prices is upon us, that may mean heavy going for some industries, for some time to come. This condition is the direct result of the swing of the pendulum in the direction of high prices, a swing that in a considerable number of instances sent the pendulum higher than the actual conditions warranted. The return swing that is now on its way, will unquestionably do the same thing in the other direction. While this is so, it is to be remembered that one condition must be set against the other and that there is no reason to believe that the bottom is falling out of the world because there is a general and pronounced movement to reduce prices. The very condition of prosperity referred to has been one of the instrumentalities in bringing about this condition. Money was required to finance the wheat crop. The banks had to husband their resources, and therefore had to tighten the strings on those businesses that were operating on a heavy credit basis. Unquestionably this gave the executives of these businesses the idea that dark days were hovering somewhere in the neighborhood. As a matter of fact of course there is no reason for these forebodings. It is a change it is true, a change from the war years with their governmental paternalism over industry, but it is a change over which all sound business should rejoice.

Buyers Waiting

The movement toward lower prices, is not a result of over production, per se, production certainly is catching up with demand, but that is not the work of the instrumentalities of production, but is very definitely the result of the people who create the demand. The public unquestionably from one cause and another has decided that prices have gone as high as there is any reason for them to go, and with one accord have decided to wait for a change. This general withdrawal of public demand, that is in no way to be associated with any hint of hard times has been the largest single factor in bringing about reductions. There have been other factors. Some little time ago Henry Ford announced substantial declines in the prices of his cars. In the nature of that industry perhaps, the Ford Company was in a better position than almost any other business to start this price cutting. Nobody questions the sincerity of Henry Ford, nor does anyone question his knowledge of the automobile business, but it is questionable whether Mr. Ford foresaw the effect that his decision would have on prices in general. It is not only automobiles whose prices are being revised downward, with praiseworthy unanimity, but it will have its effect on every commodity from automobiles to overcoats and from ham sandwiches to anchors. The reason for this is a mere matter of human psychology. The average man is going to argue that if the Ford company can make these substantial reductions, it is because the same company has made substantial profits, and they are not going to argue that the conditions that apply to the Ford Company may not necessarily apply elsewhere. They are going to put all industry in a block, and say that it is time to reduce prices, because that is the way the human equation operates. There are people who say that Henry Ford started a landslide, there are others who say that he saw the landslide coming and like a good business man did his best to discount the damage. There are others too, and these are probably right, who say that it was merely another factor in a condition of affairs that was steadily marching toward this definite end. The public wants lower prices. They believe that their demands are justified by conditions, and they are going to get them, and that by the strongest instrumentality yet known, the actual curtailment of demand.

Eager Buyer Has Disappeared

We see the effect of this condition in a wide variety of activities. In the larger cities for instance, there has come about a marked change in the real estate situation. A few months ago, there was a feverish bidding for houses, Buyers were found for almost anything in the nature of a house, prices mounted steadily, and the purchaser pacified over abnormal prices by talk of the advancing cost of materials and labor, and freight rates. It seemed for a time as though there was no limit to where the advances might go, for there was of course a large element of reason in the talk of advancing cost. But the fact of the matter was, as the potential buyer has come to realize, that it was not a matter of increasing costs that was responsible for the advancing prices but the figure of the eager buyer, ready to snap up anything that offered. Well, the eager buyer has disappeared from the landscape as far as buying is concerned. The crest of the boom has been reached and passed. If anyone questions this statement it would be well to

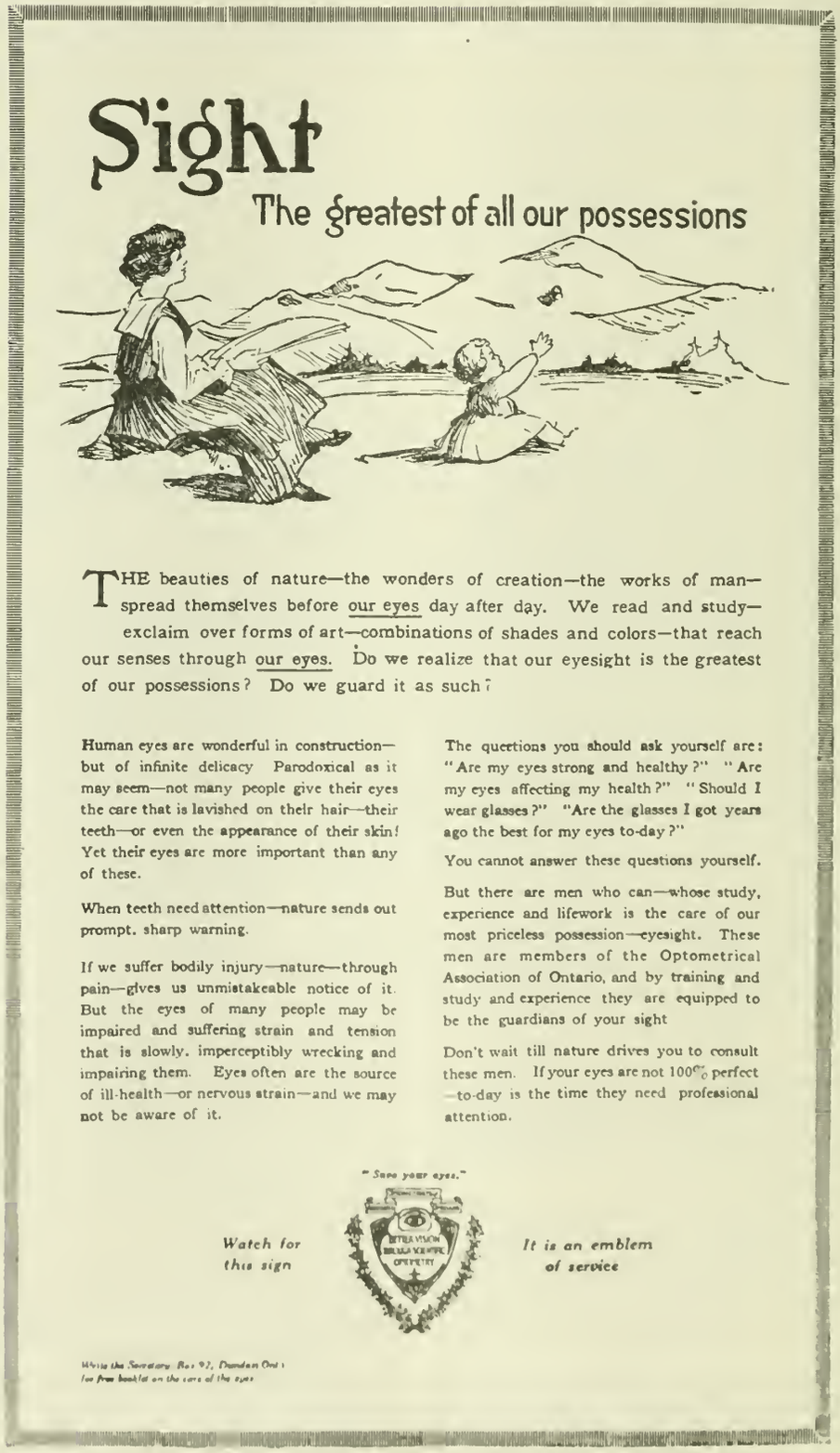
investigate the cash payments being made on houses now, as opposed to a few months ago. On an average priced house, a cash payment of $500 will close the deal in fact even less, where but a short time ago there was a demand for a cash payment on the same property of $2,000. The difference is the inducement offered by the seller to maintain an interest, and even with such an inducement sales are slackening. There is another factor too that in certain parts of the country at least is going have its effect on real estate transactions. Ontario has been operating under a moritorium law, that protected the mortgagee from demands for payment. Now the moritorium is being raised, and the holder must meet the situation without any protection. The same condition applies in several other provinces, and it is one of the factors that may have a steadying effect on prices.

Production Overtaking Demand

There is another indication of a downward trend. Hardware lines that have so far stood firm against any suggestion of declines,are falling away from this sound position. The first indication was a decided weakening in the steel and iron industry. Moreover one of the largest steel companies, for the first time in months reports a growing reserve. Its production is beginning to overtake its demand, not by much, remember, but sufficiently to form an indication of what may be and sufficient also to give an added impetus to any downward price movement.

The food trade is a continuous history of declines, yet for all that fact, the trade is in an uncommonly satisfactory position, with the overhead peeled to the minimum they are in a position to live on their own fat for a certain length of time, in an measure at least. They stand to gain in the end, because under present prices percentage profits have not kept up with those of pre-war years. Low prices pay the handler better than high. That is a fact that the consumer does not know, and that the retailer and wholesaler has in many cases forgotten, yet it is a fact.

In the clothing industry, there is a general dullness combined with lower prices. There is a factor here too that is worthy of some thought. It is the fact that the uncertainty of conditions is being in a large measure responsible for dull business "Declines have started," says the buyer, No knowing when they will stop "I'll wait and see." This gradual cutting off of a small item of profit today, and another small item the day after tomorrow, is a mighty disturbing thing. Far better to get the operation over at one fell swoop and get back to business. There are businesses that have done this, that have reduced their product to the limit having in view the marketing season. The only answer to this is of course, that it is not enough to do it, but they must also convince the public that they have done it, because when you simmer the whole situation down to its vital point you will find, not reason but feeling. The buyer knows little or nothing about raw material prices and production costs or any of these things, but he has come to feel that prices are too high. He has come as a mass to feel that this is so; and this fact is the governing market condition today, for in the last analysis prices are in the hands of the buyer.


Sight
The greatest of all our possessions
THE beauties of nature—the wonders of creation—the works of man—spread themselves before our eyes day after day. We read and study—exclaim over forms of art—combinations of shades and colors—that reach our senses through our eyes. Do we realize that our eyesight is the greatest of our possessions? Do we guard it as such?
Human eyes are wonderful in construction—but of infinite delicacy Parodoxical as it may seem—not many people give their eyes the care that is lavished on their hair—their teeth—or even the appearance of their skin! Yet their eyes are more important than any of these.
When teeth need attention—nature sends out prompt, sharp warning.
If we suffer bodily injury—nature—through pain—gives us unmistakeable notice of it. But the eyes of many people may be impaired and suffering strain and tension that is slowly, imperceptibly wrecking and impairing them. Eyes often are the source of ill-health—or nervous strain—and we may not be aware of it.
The questions you should ask yourself are: "Are my eyes strong and healthy?" "Are my eyes affecting my health?" "Should I wear glasses?" "Are the glasses I got years ago the best for my eyes to-day?"
You cannot answer these questions yourself.
But there are men who can—whose study, experience and lifework is the care of our most priceless possession—eyesight. These men are members of the Optometrical Association of Ontario, and by training and study and experience they are equipped to be the guardians of your sight
Don't wait till nature drives you to consult these men. If your eyes are not 100% perfect—to-day is the time they need professional attention.
"Save your eyes."
Watch for this sign
It is an emblem of service
Write the Secretary, Box 97, Dundas Ont. for free booklet on the care of the eyes

One of a series of advertisements run in Ontario dailies by the Associated Optometrist of Ontario to acquaint the public with the fact that the optometrist is the man to go to when there is anything wrong with the eyes. The advertising is paid for out of a fund to which the individual optometrist have subscribed, and is designed to the province. It is expected that it will be taken up by the optometrical associations in other provinces in a similar way

BUSINESS MANAGEMENT

COMMENT AND SUGGESTION ON PROBLEMS OF PRODUCTION FINANCE AND SALES; INVOLVING PRINCIPLES AS WELL AS METHODS

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All Communications Relative to this Department should be Addressed to Mr. Lewis. Please use your Business Letter-Head. Comment on any phase of the Subjects Treated in this Department Solicited from Readers

PRINCIPLES OF EFFICIENCY ORGANIZATION

By Harrington Emerson

IN the steam engine the organization of the component parts into a working whole is of far greater importance than the possession of the component parts. A locomotive is worth in money seven times as much per pound as the materials that go into it, and it can accomplish infinitely more than the unfitted parts.

Comparing Russia and the United States, why are we so far ahead? Why is the average wealth per inhabitant of the United States four times that of the Russians?

Because our country is richer or vaster, or because the American baby is better than the Russian baby?

No. In area and population and mineral resources Russia equals Alaska, Canada, Mexico, and then some more.

No. Tolstoi is as great a name as that of any American thinker, and in our own United States where Russian peasants settled, their land was worth 50 per cent. more than in nearby American settlements.

Colonel Raymond Robin, head of American Red Cross Mission to Russia, in a recent address in New York stated that the Russian upper classes were the most refined, cultured and charming persons he had ever met, but that they were without economic organization.

This is the secret of Russia's collapse, poor organization from top to bottom.

The secret of Germany's collapse was not poor organization. It was her organization that enabled her to hold out at one-third cost in money and in men, and with scarcely a tree or shanty damaged, against a combined world. It was Germany's bad morals and bad manners, her substitution of expediency for principles, that wrecked her. The seeds of her inevitable collapse had sprouted long before 1914.

The difference between a chicken and an egg is that the chicken is organized and the egg is not.

The darky driver would not flick the hornet nest with his whip because hornets are organized, but he joyfully picks off his mules' back the unorganized horse flies.

Years ago Andrew Carnegie said: "Take all my plants, all my money, but leave me my organization and I shall soon be on top again."

Never before has a wise form of organization been more important than just now when the whole world needs reconstruction.

The Laws of Organization

Is the designer free to design any kind of steam engine his fancy dictates?

Not so. Given the problem to design an installation to develop 200 H.P. from a minimum of fuel and for a given appropriation, American, Belgian, British, French, German, Italian, Japanese designers, even if locked without communication in separate rooms, would produce very similar designs because they would work subject to the same eternal laws of thermodynamics, the same eternal laws of chemistry and physics. An astute politician once said that the way to succeed was to find out where the band was going and to scoot around back streets until he could get ahead of it and lead the crowd.

The wise organizer, whether of steam engines, of airplanes, or any enterprise whatever, finds out what the laws of nature and of organization are and *applies them.*

It has been known for thousands of years that bees make honey out of clover and that clover seeds are valuable to make dyes for silk, but it remained for a Californian

(1) to secure a long suckered queen bee who transmitted to her daughters long suckers,

(2) to plant his hives in the middle of clover fields.

As a result of (1) the short distance they had to fly, the bees gathered from the clover blossoms twice as much honey per hive.

As a result of (2) the long proboscides the bees fertilized twice as many clover blossoms and the crop of this very valuable seed was twice as heavy.

This man secured from the same land and with no more work, twice as much honey and twice as many bushels of seed.

He was a real organizer.

He did not ask for any subsidy, he did it himself.

If fourfold results can be secured from the combination of soil, climate, water, bees and clover, what could not be secured from similarly wise combinations of markets, materials, machines and men, the natural laws governing all four being observed?

Nature's Organization

Nature's type of organization is very simple. Nature in all her million forms of animal life and in

billions of individuals through aeons of time has *never departed from it.*

I would conclude that nature's type of organization had very great and exclusive merit, and that there was not any chance whatever that anything I or anyone else could invent would be an improvement. Nature's type is demonstrated to us in our own bodies, with which we ought to be better acquainted.

The operations of the human body are carried on by four divisions: the Upkeepers, the Directing Head, the Counselors, the Doers.

The Upkeepers

(1) The human body has organs of upkeep and development. They are the heart, lungs, stomach, or more generally the circulating, respiratory and digestive organs. They act automatically, continuously and at low intensity, although they can on request temporarily speed up.

So ought all maintenance and repair departments to work.

The Directing Head

(2) The human body has a single directing head, the brain. The brain is deeply interested in the well being of its line and staff assistants. To a pain in the stomach, a cinder in the eye, a burn on the finger, it pays immediate attention. The brain is not a committee, neither is it changed. Also it remains in its office and issues order from here.

How can it do this?

The Counselors

(3) It has very able staff counselors who continually advise it. These counselors, the five senses, are distinctly staff officials. They look ahead, not backward; they notice the unusual rather than the commonplace; they are exceedingly sensitive to that which is very minute. Every executive needs just such counselors, to keep him minutely informed as to the outside conditions. The fingers feel what is dangerously near, the nose smells what is further off, the ears have heard sounds over 2,000 miles away, and as for the eyes, best in the dark, they see worlds billions of miles away.

The Doers

(4) When once taught and trained, the doers (the feet, the hands, the mouth) can act without much further direction; but in a prize fight the eyes warn the brain, which telegraphs its orders to feet and hands and other muscles, and they act intensely, strenuously, in the fraction of a second. So strenuous is the action that the prize fighter may earn $100,000 in an hour, even if he rests several years afterwards.

One Directing Head Necessary

The universal principles of natural organization should be applied to all human artificial organizations; and they are, in fact, best so applied. The really good human organizations are very few. Some of them are:—

The organization on ships,
Military organization,
The organization of a world church,
The organization of an orchestra.

The modern ship is kept constantly in repair, it has a single captain, he has a number of staff counselors, he has officers, and men to carry out his commands.

Also naval organization is international, because it is founded on natural principles.

The reason why sea organization is of such a high type is that inefficient types were early destroyed and only the best type survived. Imagine a committee trying to operate a ship near a rockbound coast in a storm!

The military organization is not as perfect as the sea organization. It is not internationally interchangeable. It took three years and eight months before the military forces of the Allies began to cooperate scientifically. Up to the very end we had American soldiers largely supplied with everything foreign except their food.

The world church is also international. It has most distinctly the single head, the departments of upkeep, the many counselors, and the millions who obey orders.

Why was it that our Protestant boys flocked to Catholic services during the war? Because the Catholic church has the better type of organization and for that reason it is gaining ground, while the other denominations are relatively losing. In Christendom, the Catholic Church is to-day the great barrier against Bolshevism, because it is organized, in a way other churches are not, to fight from the cradle to the grave heresies that attack the very foundations of society, the relations of parents to children, the marriage relation, the rights of property and the sanctity of homes. I am not a Catholic. I am merely pointing out what rational organization has done for a particular church.

The Egyptians organized a state which lasted four thousand years. They developed to the limit the four divisions of upkeepers, of single head, of counselors, and of doers.

The Romans organized a world empire, but it did not reach its greatest extension and power until there were single heads as executives.

Great Britain is the only modern world empire, upbuilding, maintaining, extending, everywhere; the head, whether prime minister or permanent king, counseled by the highest authorities and with doers in every part of the world. Finally the orchestra is a model of perfect organization. It is international, its equipment is maintained in perfect conditions to the second. It has a leader; the composers are his counselors, they tell him exactly how to play. He passes on the instructions to the doers, the musicians, each one a specialist on a particular machine; although interpreting microscopically through the leader the composer's intention, do they put up the false plea that they are automatons, that they are deprived of initiative, that a machine drives them? Although the most temperamental personalities in the world, they do not. They intensify individuality through instruments, leadership and direction. A cornet calls further than the voice. Taps means more than an unstandardized call; the time, the moment, makes "taps" impressive.

In this period of reconstruction, it is a fatal mistake to count on governmental leadership. There are many good counselors in the Washington bureaus, but no wise direction. Remember what the Government did to the railroads, to the telegraph, to the telephone and to our industries generally!

Each great American business must depend on itself, each American executive must depend on his own organization.

Because not clearly understanding principles and, therefore, not adhering to them the American businessman is often swept from his moorings. Because a small, patriotic commission of five at Galveston, at the time of the sea flood, successfully replaced a large, ignorant and inefficient city council, the whole silly world went wild about commission forms of Government; and not content with replacing incompetent big bodies with competent small ones, made the mistake of replacing competent individuals with incompetent commissions.

Industrial democracy is another shallow slogan. Industry is valuable

Present Advertising Rates Will Stand Till the End of 1920

With its increasing advertising and subscription rates, The Globe has attempted to do no more than meet increasing production costs.

The accuracy with which it has gauged these two elements is shown in the fact that for the first six months of 1920, compared with the first six months of the previous year, there was not a thousand dollars of difference between the increase in its expenditure and the increase in its revenue.

The burden laid upon the advertiser and the subscriber by abnormal publishing costs has been as equitable and fair as it was humanly possible to make it.

In announcing present advertising rates on May 15th, The Globe stated the new rates would take care of the higher newsprint costs which became effective on July 1st, but could not remain in effect till the end of the year if another rise in newsprint prices took place.

The Globe has been able to secure a continuation of present newsprint prices till December 31st, 1920. Therefore it will be possible to continue the present advertising rates until that date.

For 1921, conditions are not so secure. It is freely predicted that newsprint will advance another 20% to 30%. Whether prices will be subject to increase every three months as during this year is not known yet.

Every effort to secure the lowest possible price will be made by The Globe, in the interest of its readers and advertisers.

It may be predicted with reason, however, that higher advertising rates will prevail in 1921. Any increase on such an item as newsprint is too great to be absorbed, when it is accompanied by other increases such as the thirty odd thousand dollars which the new freight and postage rates will cost The Globe.

While The Globe cannot as yet obtain a price on its next year's supply of newsprint, it will guarantee present advertising rates for 12 months to all advertisers whose contracts are received and accepted now.

Globe Advertising Contracts of 1920 likely will have a Premium Value in 1921

The Globe
TORONTO

and so is democracy; but organization is something wholly distinct from industry and also from democracy; and good organization can handle either industry or democracy. Neither industry nor democracy will necessarily result in competent organization.

The Source of Authority

The source of authority for any organization is good will, competence and power. A republic may supply all three as when it elects a Lincoln. These three facts are all important to remember. Good organization is a foundation for success. If your organization does not conform to nature's model, it is weak and defective. It is not wholly bad or it could not have endured, but it could probably be greatly bettered by clearly separating the four functions and combining them in proper balance.

The world war was finished in six months after Foch was given supreme command. The peace negotiations have dragged along for eight months because on neither side was there a single executive head, and the only doers in sight are the ready armies of Belgium, of England, of France and of the United States, inside the Western German frontier.

Good organization is one of the means by which the five great moralities* are encouraged, promoted and enforced. Organization is, therefore, especially necessary in order to realize industrial competence, which is one of the five great moralities on which modern civilization is built up, and any industrial company desiring to increase its individual competence should begin with this type of organization.

*The five great moralities referred to are:

(1) Righteousness, (2) hygiene, (3) education, (4) industrial competence, (5) adaption.

Moses and his followers for centuries knew but one morality. All these moralities must be imposed from without. Later bulletins will further develop this subject.

* * *

He stopped for but a moment—he looked into my eyes—he grasped my hand—he flushed as slowly said:

"You have shown me the answer to things that have troubled me."

He passed on. I may never see him again.

I am rich with the reward he gave me.

There is one great fundamental economic fact which manufacturers, wholesalers and retailers must learn all over again, after the false teachings of the war—YOU CAN MAKE MORE MONEY WHEN YOU LOWER PRICES.

The ability to do it is the test of your ability as a business servant of the community.

—*E. St. Elmo Lewis.*

Collect Your Salaries From Your Customers

(From an address before a salesman's convention)

EACH of you are interested in your personal success. It is part of the compensation of salesmanship that each should be given the ability to glory and achievement of his power to get men to do the thing that he wants them to do—sign the order blank for the goods he sells. Each finds in the prestige of his concern something in which he shares himself as the soldier shares in the glory of his company, his regiment, his corps and his division and his army.

Each finds prestige and contentment in the achievements of his commanding officer and glories in the success of the man, if the latter is the kind who shares his glory with his men.

But back of it all lies some simple truth, with respect to compensation and reward. We find our incentive in modern business in looking forward to the decorations that come from prizes won, and the spiritual value that comes with the realization that we are the master of our fortune and have the power to dominate emergencies and men.

How like war after all are the contests of business, how specifically like war are the contests in which salesmen engage. The salesman enters a contest in which the possible customer is that which he wants. In the customer's hand lays all reward—money, prestige, preferment, decoration and from his hands the salesman must be able to take that which belongs to him.

I recall what Napoleon said to his army in Italy. Let me paraphrase it for you—"Salesman, you are starting on borrowed money, the expense account and the salaries that you are drawing: you have nothing. The company can only give you a start, it cannot long continue to give you as much as it is. You go out into a new territory, many of you into new fields, all of you to meet new situations. These call for courage, patience, painful work, disciplined enthusiasm and all these things in themselves will bring you no glory, nor reward. I have shown you the most fertile territory in the world. It is yours if you have the power to possess it. They are rich in potential business, there are men who want the goods you have to sell. It will be your part to find them and to convince them. Then they will be in your power and you will find there, honor, glory, and wealth. Can real salesmen, with a true instinctive selling, lack courage in the face of such an opportunity?"—*E. St. E. L.*

* * *

Letters—and Why Some Fail

FEW men realize business success of a high order without the ability to dictate a good letter.

To abhor the trite and stereotyped in expression, to marshal facts with force and ease, to open attractively and close with brief grace, is an art as worthy of study as the sonnet—and much more lucrative.

As P. L. A. has said: Whenever I get a letter which begins "Yours of the 23rd ultimo" and says, "in regard to same," and then proceeds to "beg that we will" or "trust that we won't" and winds up by remarking that "we thank you for past favors," I instinctively discern that I am in the august presence of one who suspends all ordinary conversational and mental processes during dictation.

A poor business letter is sometimes a mark of inability or inexperience, but more often it's just plain laziness or indifference

Subscribing to a *Premium*

Advertising space in Daily Newspapers is sold by the agate line instead of by the square yard because of the inherent value of "reader interest" and "reader confidence" in the newspaper.

Daily newspapers which make their appeal for subscriptions and do secure their readers on merit only are accorded the greatest amount of "reader interest" and "reader confidence."

Just in that proportion are they valuable as advertising mediums.

Let the advertiser ask how circulation is secured. He is the one most interested.

Do the readers subscribe to the paper, or to a glass water pitcher?

Do they buy the reading matter in a cook book, or the reading matter in the newspaper?

Does the newspaper just steal surreptitously into the home under cover of the premium, or is it the deliberate choice of the subscriber?

Is it just tolerated because it had to be taken in order to get the premium, or does it find a welcome and permanent place as the family newspaper?

If the advertiser bought his advertising space ON THE PREMIUM instead of in the newspaper it would not matter. Premium circulation would be what he would be paying for.

No reader of The Globe ever had to be given a premium to induce him to take the paper. No circulation contest has ever been conducted. The Globe maintains its undisputed leadership of three generations solely on its merit as a newspaper and a leader in public thought. Its readers pay to it higher subscription rates than those of any other Toronto paper.

That is "quality" circulation, because it is the circulation which pays the advertiser best.

And the quantity of The Globe's circulation is as striking as its quality. It is more than twice as large as that of any other Canadian morning paper which has not secured readers by premiums or circulation contests.

The Globe
TORONTO

Getting the Salesman to Think Right

JUST as a great teacher once said, it is what a man thinks, defeats him or leads him to success. A young man was blindfolded, a piece of ice drawn across his wrist, then the drip, drip of water in a bucket carried to his mind the idea of a severed artery and flowing blood, and he fainted from sheer mental fright.

A salesman came in to me one day and told me that the business in his territory had "gone to the devil." There were four men fighting from a single company, fighting him, "they were giving better terms," "the articles they sold were better than the ones we were selling," "the prices were all lower." It was impossible to keep on doing business there unless we changed our policies and methods.

I told the sales manager to go down into that man's territory and find out what the matter was.

He returned in a week.

He had found that there were two competitors represented by one man each, their articles were very much inferior in manufacture, appearance, and utility, to our own. Their prices were higher in proportion to the article sold from any standard that could have been devised. That purchasing agent and others who were buying goods of us and our competitors said very frankly that they had got our man on the run, nothing was too strong to hand him, he believed anything they told him. They acknowledged our goods were better and were fairly priced. The sales manager came back with a big assortment of good business.

In the meantime I had kept this salesman in the Home Office and had seen that he was properly trained and sold on his line and on us. When the sales manager came back the three of us had a discussion and a conference.

I said to the salesman—

"Mr. Jones, here, has been down in your territory. He has found that not one of the conditions that you represented as true, are, in fact, true. The trouble of it is you have been sold by your purchasing agents. Our competitors got your goat. That isn't like you; you have too much good stuff in you; you have made too big a success in this company; you have too good a record to come back here and tell us the things that you have told us when they weren't true. You know they were not true; you know that you have the best line in America, at the fairest prices, quality considered. You know that you have people in your territory who are boosting for you, who are the best friends that any salesman ever had in any territory travelled by this company. You know that this company and its goods have made good in your territory. Now, the thing for you to do is to stay away from competing salesmen until you can get your faith reinforced by talking to some of our friends in the territory. Don't let the competing salesmen gloom you. Every morning go and see one good user of our product, then go out and sell the other fellow that you haven't been able to sell. Come in here more often. The next time you are invited to come in here to a school, come in. You are one of the oldest men in this organization, but you have proven that you need some of the training that you can get in the Home Office."

A war commentator, writing on the Russo-Japanese war said:—

"It is very interesting for instance, to compare the estimate made at the Russian headquarters of the Japanese strength to the actual forces employed by them, and to notice how Kuropatkin, by reason of this estimate, which sometimes was double what the forces really were, thought himself everywhere too weak for attack and believed the Japanese to be strong enough to turn him with powerful masses without materially weakening themselves. It is highly instructive to see how, owing to this overestimation of the enemy, not only the offensive spirit was completely paralyzed, from sheer anxiety of all kinds of purely imaginary dangers, but also how the grouping of the forces seemed to meet, with apparently wise foresight, all possible strategic contingencies, yet never the actual strategic situation."

In almost every sales department we see this lack of information, overestimating or underestimating of the competitor. In other words, a lack of actual, verifiable facts, forming a secure basis for sound judgment. Where there is a lack of judgment in the office there is vacillation, lack of faith, and enthusiasm in the field.

* * *

Every knock of Experience should raise a bump of Knowledge.

* * *

A recent statement made by the U.S. Bureau of Markets is illuminating in that it shows the wide variation in consumers' habits throughout the country. For example the north consumes more rolled oats per capita than the south. Lard compounds have higher consumption in the south than in the north. The Pacific section uses a higher proportion of solid vegetable fats than any other portion of the country. Cottom seed, olive and corn oil show highest consumption in the Middle Atlantic States, as does also margarine. Peanut butter finds its best markets in the northern and Pacific states, molasses in New England, syrup in the southwest and honey on the Pacific coast.

"No Government, no employer, no person having any reputation to protect, can afford to enter into contractual relations with any organization which systematically or repeatedly violates its contracts. The United Mine Workers of America is the largest single labor organization in the United States, if not in the world, but no organization can long endure that sets up its own strength as being superior to its plighted faith or its duty to society at large."

— President Wilson to the United Mine Workers of America, July 30, 1920.

OTTAWA

The Nation's Capital

NO city in the Dominion enjoys quite the same advantages as OTTAWA from the advertiser's view point. Here are a few features that have made it the logical "Try Out" Ground for the Canadian Manufacturer.

1. **A population in city and suburbs of over 185,000 served by excellent street car services.**
2. **A further population of 125,000 in rural communities and country towns for whom OTTAWA is the logical shopping centre.**
3. **A large permanent Civil Service unaffected by industrial disputes, who are large earners and heavy spenders.**
4. **The absence of competition from other metropolitan newspapers. The Ottawa Dailies completely cover this field, and no paper from outside points is a serious competitor.**

OTTAWA is indeed the City of Newspaper Advertising Opportunity.

Ask your Advertising Agency.

The Ottawa Daily Newspapers

The Morning Journal
The Evening Journal

Ottawa, Canada

The Morning Citizen
The Evening Citizen

A Buyer's Market Coming

THE signs are everywhere breaking that a buyer's market is at hand. Some of the general managers and executives who have been sitting back complacently and telling their advertising agent, "There is no use in advertising. We're oversold," or, "What's the use of thinking about new sales plans when we can't fill the orders," and, "We'll take up those new-fangled ideas about sales efficiency when we can take our minds off filling orders" age going to *think*.

These gentlemen must take some time pretty soon to think about raising the efficiency of their sales organizations which they have generally permitted to go to seed. They'll begin to realize why it is that some of the people who have been advertising consistently when "the market was hungry," and "there was no use in advertising," why these men advertised. They'll find they have got a tail chase on their hands, and those organizations that have been going ahead in an aggressive way, familiarizing the public with the quality and character of their goods, creating confidence in the institution that handled the goods, etc., are laps and laps ahead of those organizations who retired from the public gaze to pile up profits and meet the demands of a hungry market without provision for the future when competition, with plenty of money and new visions would make it hot for them.

The question the executive must now answer is, "Am I going to repeat the same old schemes, ideas and methods that got me over in 1914, or, shall I recognize that entirely new conditions govern distribution, am I in touch with the most efficient methods. How do I know?

It will be very interesting to note the relative positions of some of the 1914 leaders in United States and Canadian business during the next five years. It is my prophesy that some of the organizations that have had the exclusive prestige in their markets to themselves, will find themselves much put to it to maintain even a place among the leaders.

During the past three years there has been a steady inflow of money and as consistent an outflow of brains, in so many organizations, that the readjustment is going to mean a lot of new names among the leaders.

"It is not the product, so much as the reputation of the product that accounts for sales."

—Glen Buck.

Nasty Medicine for the Public

IT is going to be very nasty medicine, but it is self-evident that the attitude of the country towards the railroads, which has been one of letting them starve to death, and refusing to squarely meet the issue of enlarging the equipment and developing the efficiency through giving them money enough with which to do it, is going to be put squarely up to the country. The country is even now beginning to pay the penalty for its penny wise and pound foolish attitude It is estimated the railroads are 226,000 cars shy of requirements, and roads probably need 15% more engines than they have. The consequence is, the present inability to handle goods which has been intensified by the strike of the switchmen and the car handlers generally. It is going to be bitter medicine, but in the end it is going to be the best thing that could happen, the public is going to find out that when it tries to handle the railroad situation, there is only one answer; muddleheadedness, inefficiency, and suffering.

* * *

The hardest knocks often dislodge the worst faults.

* * *

Compresst within a single column and an inch of depth may be the experience of a thousand lives of industry.

* * *

The salesmen of the United Drug Company have cut out the idea that "Nobody buys anything on Saturday." They call it the Simpson Saturday Seller's Club. I recommend that a sales manager whose force has the Saturday ball game alibi for no sales on Saturday, offer some prizes for Saturday sales. If that doesn't work then use the persuader.

Where Direct Advertising Stands

The relative importance of the various forms of advertising, as determined by the annual expenditure in each class, was brought out in a striking manner at the Indianapolis advertising convention in June, 1920.

According to charts on display at the convention, the approximate totals are:

Newspaper	$ 600,000,000
Direct	300,000,000
Magazines	150,000,000
Business papers	70,000,000
Novelties	30,000,000
Electric and painted signs	30,000,000
Farm papers	27,000,000
Demonstrating	24,000,000
Window and store display	20,000,000
Billposting	12,000,000
Street Cars	11,000,000
Program	5,000,000
Motion picture	5,000,000
Total	$1,284,000,000

And it was further estimated after a careful analysis that the total sales of goods, which this money is used to sell, amount to 90 billion dollars. In other words, the total advertising expenditure is approximately TWO PER CENT. OF THE TOTAL VOLUME OF SALES.

But, the most interesting revelation of these figures is the relative proportion of the thirteen general classes of advertising. The position of Direct Advertising is, indeed, significant of its importance.

Our Best Christmas

¶ This will be the best Christmas the West has ever seen. The farmers have the buying power of the biggest crop since 1915, augmented by livestock, dairy and other returns. The wealthiest and most responsive buyer of to-day is going to play Santa Clause to himself, his family and his farm.

¶ If there ever was one time better than another when your advertising could strike home and produce results, this is that time. Your product needs only to be of use to farmers to win a wonderful return if properly presented.

¶ Throughout the year we have been in close touch—closer touch than publications usually are—with our subscribers and so can offer an unusually effective means for the presentation of your message. Our Subscribers' Service Bureau has tied the reader up to this paper and all that appears in it by answering his inquiries on all kinds of subjects, to the extent of over 1,200 a month. When it is practical everyday help and farm facts that they want, Western readers consult The Nor'-West Farmer; when it is reliable goods that are required, they go to the same source.

¶ Our December 6, 1920 Christmas Number is being prepared with special care. An attractive cover will assist in developing an attitude of responsiveness that will be strengthened and sustained throughout the reading matter.

¶ To do this issue justice it will be necessary to make the forms up early. Copy for preferred positions should reach us by November 10. Last-minute copy will be accepted up to November 25. The earlier the better.

"Published to Promote Good Farming"

Ask any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

Member A.B.C.

WINNIPEG, CANADA

Toronto	Montreal	Eastern United States Office
J. B. RATHBONE	J. B. RATHBONE	WALLACE C. RICHARDSON, Inc.
95 King St. East	315 Transportation Bldg.	381 Fourth Ave., New York, N.Y.

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.
ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XIV, No. 14 OCTOBER 15th, 1920

The Science of Selling

If you were called upon to put a new fountain pen on the market, how would you go about it? Could you create a demand for a new and unknown fountain pen equal in quality to Waterman's? If so, how long would it take you to establish the new pen in public favour? How much would it cost to build up and maintain demand? and would the effort be worth its cost?

Would advertising alone in good newspapers and other publications suffice to create and perpetuate demand?

Problems of this sort are being set manufacturers for solution every day. Makers of unknown textile fabrics, motor cars, toilet preparations, foodstuffs, domestic utilities, and every other sort of merchandise of general consumption, are considering how to develop public demand for their merchandise, for they recognise that safety and advantage lie in there being established for what they make a widening and enduring market.

Selling problems are solvable by those trained in the science of selling. These men face any and every selling problem with equanimity. When they have solved the problem of the watch manufacturer who wants to create a national demand for his branded watch, they turn to the problem of the manufacturer who wants to develop national consumption for a talcum toilet powder. This problem solved, they attack the problem of establishing national demand for a new cereal. To them selling is an applied science. Like the analytical chemist they break up the mass into its component elements. Knowing these they are put into a position of mastery, and are able to propose methods and practices which will give the manufacturer his desire.

The trained super-salesman often meets with resistance from those who really need his service, and are reluctant to believe that an outsider can teach them anything about their business which they do not already know. They argue: How can any man who knows little or nothing about our product do more for us than we can do for ourselves?

This attitude of denial and resistance is due very often to an understandable obtuseness, for the maker of anything, as a rule, gives the major portion of his time and thought to manufacturing his merchandise, and only very minor time and thought to the problem of its selling.

What selling methods are employed are generally of the obvious sort and commonplace. Doing extraordinary things and multiplying and co-ordinating the agents and forces of selling belong not to his selling plan.

Also, there is a very scant study of the mind and attitude of the distributor and of the consumer, and a disinclination to win their goodwill by special cultivation. Chief reliance is placed on the quality of the maker's product, and on retailers who have been induced to stock it.

The trained salesman fixes his attention on the customer. How can the customer be won, and held? is his uppermost question. His eyes are turned, not towards the product, but towards the market. To make his employer's product known, esteemed, desired and bought—this widely, largely and continuously—is his problem, and to its solution he devotes himself.

He gives attention to the brand name and to the form of package or container of the merchandise to be sold; to the nature and amount of competition; to the localities or communities most favourable for initial cultivation; to the attitude of retail distributors; to methods and aids designed to sell for retailers to their customers what has been stocked; to creating consumer demand; to agents and factors of consumer influence and persuasions—samples, demonstrations, special offers, newspaper advertising, booklets, signs and show cards. He sees that travelling salesmen are prepared, by schooling, for their work; that they provide regular and illuminating reports of their work; that their routes are arranged to economize time and money.

He discovers the obstacles in the way of maximum success, and removes them. He seeks out new markets for the merchandise which he is called upon to sell. He studies newspapers and other publications to learn who and where their readers are, their purchasing power, and their buying habits.

In short, the super-salesman bases all his procedure upon knowledge, gleaned and sorted with the single object of making, enlarging and maintaining sales.

The super-salesman is a composite, rather than an individual; he is commonly an advertising and merchandising agency.

Scientific selling can and will establish a market for any good thing. Where there's a will, there's a way.

* * *

It is easier to get inquiries from advertisements than to get orders out of inquiries.

What Will They Do About It?

(*Continued from page 608*)

serve two masters, whose interests may sometimes be opposed. If under these circumstances, he has existed so long without causing a revolution, it must be because he renders a service which is valuable to both, in spite of some unsatisfactory features in the arrangement.

The agent is, strictly speaking, the employee of the publisher, or rather of all publishers. He is employed to render service to advertisers, a kind and quality of service which no single publisher could afford to render. Because so many advertisers employ many different publications, publishers find it most economical to co-operate and share the expense of maintaining these "service bureaus," the purpose being to provide copy and facilitate the handling, billing and collecting of advertising accounts.

If publishers are not satisfied with the present arrangement it is because of the agents who have failed to measure up to their obligations to both advertiser and publisher, and incidentally to their own craft. Instances such as have been mentioned, and they could be multiplied, convince the publisher, as they impress the advertiser, that agents, in too many cases, seem too much concerned in scheming to see how much of the advertisers' money they can keep the publisher from getting.

Intriguing for Commission Concessions

During the past year in particular there has been a determined effort on the part of a number of agencies to force publishers to allow more commission. Their demands are justified by them on the grounds that expenses of doing business have increased.

But instead of submitting their claims as a group to the organized body of publishers, seeking consideration on the merits of their case with a view to being granted a uniformly increased commission from all publishers, the attempt has been to play one publisher against another, or one class of publication against another, cautious lest one publisher should find out how much other publishers were actually allowing, on the chance that he might allow more.

I do not presume to say what amount of commission should be paid by each of several classes of publications. It may be that agencies are entitled to a higher than the average rate of commission at present received by them. It may even be that they are getting too much, at least in some cases.

This could soon be determined by referring the matter to a committee from the publishers' and agents' organizations, to which facts and figures could be submitted by both publishers and agencies, which should quickly settle the question, with justice to all concerned.

But suspicion can only be aroused and dissatisfaction increased among publishers as well as advertisers by shrouding such proceedings with secrecy.

Attempt to Keep Amount of Commission Secret

Publishers have recently been asked by some agencies not to disclose to advertisers the amount of commission allowed. One advertiser writes to Marketing complaining that he recently inquired of all the publications in which he advertises as to the commission allowed his agency on his account. Some gave the information frankly, others ignored the inquiry, and in a couple of instances the facts were refused on the ground that "this was a confidential matter" between the agency and publisher. Can you imagine anything better calculated to convince the advertiser that he is not getting a square deal?

Without any increase in the rate of commission, the agent to-day earns as large a percentage of profit on volume of business as ever—which is more than can be said for most publishers and most commercial houses, including many whose actual profits have swollen by reason of higher prices. Because of the increase in advertising rates, amounting to an average of nearly fifty per cent. within the past year, the agents, earnings have increased proportionately.

Standard commissions must come—or agency commissions must go!

If despite this fact, some agents feel that they are still working on too narrow a margin, it might be a good idea to put a stop to the practice of rebating or dividing their commissions with certain advertisers, or with other agencies, before asking publishers to saddle their rate cards with an increased load, for their benefit.

The situation is largely in the publishers' hands, since the agents themselves have failed to bring their practices to the proper basis. If publishers will tackle the situation fearlessly, lay their cards on the table, deal frankly with each other, and deal firmly with conditions as they find them, the irregularities can soon be smoothed out and a standard rate of commission be established and strictly maintained, just to publishers, agents and advertisers alike, and of immeasurable advantage to all concerned.

Advertisers and Publishers Should Get Together

Why should not advertisers' and publishers' organizations get together on this and other questions directly concerning both parties? There has been talk and complaint aplenty. More talk and continued complaint will not improve conditions, until a definite move is made to deal with the situation.

If a representative committee from the Association of Canadian Advertisers met with a similar committee from the Canadian Daily Newspapers Association it should be possible to clear the decks for action. If the agents want no more than a square deal, it should be possible to get it through such a committee, provided they are disposed to take the lid off, deal frankly, and bring about conditions under which competition between them would be on the basis of their ability to serve the advertiser rather than on their power or disposition to cut rates, split commissions or browbeat needy publishers.

The situation seems to call for strong corrective measures. They can best to carried out by co-operation between advertisers and publishers, and with some, if not all, of the agencies. While both advertisers' and publishers' organizations are together at their annual meetings during the same week it looks like a good time for getting together.

What will they ***do*** about it?

The situation is one which vitally concerns both advertisers and publishers, and it is to be hoped that definite steps wil be taken at their forthcoming meetings to clear it up.

NEW SIZE 10¾" x 14"

Advertisers
are assured of

Quality Circulation
Quality Service
Quality Results

when purchasing space in

The

Christian Guardian

Application for A.B.C. Audit Accepted

35,000 circulation is guaranteed.

12,000 in Western Canada.
20,000 in Ontario and Quebec.
3,000 in Eastern Canada.

Heavy coated paper is used on all covers.

Super-Calendered on all inside pages.

Outside back cover available weekly in two, three or four colors.

Inside front and inside back covers available in black and white.

Advertising Rates on Application

The
Christian Guardian
299 Queen St. West
TORONTO

EGERTON RYERSON

ITS FOUNDER

What is wanted is regulation, not revolution.

TRADE PAPER CIRCULATIONS

The existing situation with regard to agencies is not unlike that regarding circulations before the Audit Bureau of Circulations came to clear away the doubts and organize the compilation of circulation data along standard lines. To-day the auditing of circulations in Canada has placed the buying of advertising on the level, in this respect at least. Approximately 90% of the total circulation of daily newspapers, magazines and farm journals of interest to general advertisers is now subject to verification by annual audit.

Only the trade and technical publications, as a class, have held back. Although asking the highest rates per thousand of circulation of any class of publications, many of them have held out against the demand that their circulation shall be subject to the standard measure.

During the past four or five years patient but persistent efforts have been made by the A. of C.A. to persuade publishers of trade and technical papers to get into line, but with only partial success. Possibly too much leniency has been shown, for some publishers seem to think that they can continue to bluff it out.

The situation is likely to provoke warm discussion among advertisers at their forthcoming meeting, and it would not be surprising if, their patience exhausted, they would decide to deal summarily with publishers who are any longer backward in coming forward.

Will Murray Stampede Advertisers?

Another matter which is said to be coming up for earnest consideration at the advertisers' meeting is Murray's plan for "moulding the moulders of public opinion." Murray has designs on the Association of Canadian Advertisers. Probably it looks to him like an organization which could exert a great influence, if so disposed. Naturally he would like to harness it to his publisher-exterminating machine.

What his proposed team-work would do to the A. of C.A. is no concern of Murray's. It may even be that he is peeved that more advertisers have not become mouldy, and is scheming to vent his spite against them by wrecking their organization.

At any rate he has taken a fancy to the A. of C.A. and it is reported he will be one of the spell-binders at one or more of the closed sessions at the forthcoming annual meeting. He will tell them, doubtless, of the wonderful work he is doing to wreck the publications and save the manufacturing interests of Canada. He may be expected to review the undoubted results already accomplished, including the harvest which so many publishers have been reaping since his moulding machine has been at work.

He doesn't like the idea of advertisers running their own affairs, either individually or through their organization. So he is endeavoring to persuade advertisers to let him manage things for them. Not satisfied with the scope of his work as a moulder of the moulders of public opinion, he is anxious to mould the advertisers. He would like to run the affairs of the A. of C.A. judging from some of his recent bulletins.

There is little likelihood that he will be able to inject his brand of political juggling into the affairs of a purely business organization. There are too many level-headed members in the advertisers' association to permit his stampeding it into fields which are foreign to its objects. As individuals the members may or may not be disposed to support Murray in his misguided efforts. But these members are not so foolish as to allow their organization to be disrupted by any attempt to whip into line, for any political ends, the varied interests represented in its membership.

The A. of C.A. was organized to advance the interests of its members *as advertisers*, and not to further the political or other interests of any part of its membership. Murray has been able to enlist the support, mostly financial, of individual members of the Canadian Manufacturers' Association, but not the support of the organization itself. He may have the support of individual members of the A. of C.A., but will not get that of the organization. Instead he should be told to stick to his last, and permit the advertisers' organization to manage its own affairs.

* * *

The Welland, Ont., *Telegraph and Tribune* have amalgamated, the new paper being called the *Telegraph-Tribune*. L. B. Duff will be manager.

* * *

M. E. Adamson, for the past eight years business manager of the *Winnipeg Tribune*, has left for Detroit, having been appointed business manager of the Detroit *Times*.

Ontario

The Richest Province in Canada

$625,000,000 is the value of its agricultural products for 1920 and the estimated value of the field crop alone is **$397,000,000** —the balance being made up of live stock sold, fruit and dairy produce. The agriculture of no other province approaches these great amounts, therefore the purchasing power of the Ontario farmer is proportionately greater than that of the farmer of any other province.

In This Immensely Wealthy Province The Farmers' Sun is the Foremost Farm Paper

THE FARMERS' SUN has the largest circulation—over 35,000. Likewise The Sun carries the greatest amount of advertising, as shown by the table of comparison below.

Figures show the truth—and prove that the Ontario farmer, possessing the greatest purchasing power, can be most effectively reached through The Farmers' Sun.

Here are actual figures compiled by *Marketing*

	Total lines carried
FARMERS' SUN	**66,339**
Ottawa Farm Journal	63,199
Family Herald and Weekly Star	57,101
Farmers' Advocate	46,965
Canadian Countryman	41,899
Farmers Magazine	35,970
Canadian Farm	32,550
Farm and Dairy	23,111

There are 17 Farm papers published in Canada. The Sun heads the whole list, but we have shown above only the papers whose circulation is mainly in Ontario.

¶ Careful advertisers scrutinize circulation. The Sun has the largest and best in Ontario.

¶ Careful advertisers valuate influence. The Sun is the official organ of the U.F.O.

¶ Careful advertisers compute the cost per thousand The Sun has the lowest cost per line per thousand.

¶ Careful advertisers demand results and they have found from experience that The Sun GIVES results.

¶ Careful advertisers use the BEST medium—That's why The Sun leads in advertising carried.

Any way you figure the Sun is your best buy. Take cost per thousand, actual paid circulation, prestige, the other man's opinion as expressed by space used, results obtained, you'll find The Farmers' Sun is your logical choice. The Sun is essentially an Ontario farm paper, and by its use you will cover the Ontario Farming field with the maximum of effect and the minimum of cost. We absolutely guarantee our circulation.

A minimum of 10,000 guaranteed for the Christmas Number

Ask your agency's advice

THE FARMERS' SUN

Member A.B.C. **The Farmers' Publishing Co., Limited, Toronto**

Increased Circulation On Basis Old Rate

Guide Announces Policy Stabilizing Advertising Rate

Offers 6 to 10 per cent. Saving Per Line Per 1,000

The Grain Growers' Guide in issuing its rate card of September 30 (72c. per agate line on 90,000 guaranteed) announced a policy of endeavoring to stabilize advertising rates. This rate (.8 cents per line per 1,000 subscribers) is on the same basis as the preceding card (60c on 75,000).

The September 15th issue of Marketing showed that the four leading farm journals of Eastern Canada had an average circulation of 29,351 and a rate of .8943 cents. Western Canada's four (exclusive of The Guide) had 11,743 at .8504 cents.

The Guide's guaranteed circulation of 90,000 is 20% ahead of the next nearest farm journal in Canada—100% ahead of the average for Western Canada—200% ahead of the four leaders for Eastern Canada—150% ahead of the average for all Canada.

The rate (72c. per agate line on 90,000 guaranteed) is 1.5c. per line per 1,000—6% lower than the average for Western Canada—10% lower than the average for Eastern Canada's four leaders—8% lower than the average for all Canada.

The Guide attributes this economy showing to three things—the highest subscription rate in its field ($2.00 a year)—the highest net cash subscription receipts—the largest volume of paid advertising in its class in Canada,

Since 1914 The Guide has raised its subscription rates twice (the only raises in this field in this period) a total increase of 100% to the subscriber.

During the same period the advertising rate (per line per 1,000) has increased from 3.5 to 4.5 cents.

The

Grain Growers' Guide

WINNIPEG, MAN.

Offices also at:

53 Yonge St., TORONTO — MONCTON, N.B. — 1478 Broadway, NEW YORK

Members of

Audit Bureau of Circulations — Canadian National Newspapers & Periodicals Ass'n

Hamilton to Have its Own Morning Newspaper

The new owners of the Hamilton *Times* have applied to Canadian Press Ltd., for a morning newspaper franchise, in addition to that already held for the evening field.

If this application is granted, as it is expected it will be, Hamilton will have its own morning newspaper commencing about November 1st.

No other city in Canada with a population of 10,000 or more is without its own morning newspaper. Hamilton with a population of 115,000, has always been dependent for its morning news on the newspapers of other cities. The idea of a morning newwpaper is being enthusiastically received in Hamilton, local organizations of business men having passed resolutions urging the press association to grant the franchise.

The *Times* is now being published by the Ontario Newspapers Corporation Ltd., of which John M. Imrie is president and general manager.

* * *

The Laundryette Mfg., Co., of Cleveland, O., is opening a branch factory at Peterboro, Ont.

* * *

The Mumm-Romer advertising agency of Columbus, Ohio, is again placing the Canadian advertising of the American Pad & Textile Co., of Chatham, Ont.

* * *

J. H. Barnet has been appointed advertising manager of Robert Hassler, Inc., Indianapolis, manufacturers of the Hassler Shock Absorber, with a Canadian branch at Hamilton.

* * *

Over 150 men, making up the sales force in Canada and the U. S. of the Champion Spark Plug Co., of Windsor and Toledo met in Toledo recently at the eighth annual sales convention. The events covered a period of two weeks, the first given up entirely to business, the second week almost wholly to festivities.

* * *

The advertising of the Roman Meal Co., is now being handled by A. McKim Ltd.

* * *

The *Grain Growers' Guide* has announced an increase in its advertising rate from 60c to 72c a line, effective after December 1st next, and based on a guaranteed circulation of 90,000 copies per issue.

The western farmers' organizations are putting on a concerted drive for new members and *Guide* subscribers during the first week of November, which it is expected will secure between 40,000 and 50,000 new and renewal subscriptions. The work is voluntary by the farmer-members, the commission of 75c per subscription going to the funds of their local organizations.

* * *

The *Christian Guardian*, Toronto, has been bulletined as a member of the Audit Bureau of Circulations.

Canadian Farm

Now associated with

Saturday Night

and

Canadian Home Journal

AS a further step toward a larger field of service and greater accomplishment we have acquired CANADIAN FARM.

BY sincere, uninfluenced promotion of the farmer's best interests; by intelligent discussion of the many vital questions affecting agricultural development; by practical suggestions for better farming methods and more profitable business results; and by being, at all times, interesting, accurate, forceful and progressive, we aim to retain not only the present enviable position of CANADIAN FARM, but to make it the dominant factor in its field, as its associated publications are in theirs.

H. GAGNIER, LIMITED
RICHMOND, SHEPPARD AND TEMPERANCE STS.
TORONTO

CANADIAN FARM will also be associated with the following H. Gagnier, Limited, trade publications:

Clothier and Haberdasher
Women's Wear
The Trader
Motor Magazine
Construction
Motor Trade
Canadian Cigar and Tobacco Journal
Canadian Optometrist and Optician
Dominion Dental Journal

More Than An Advertising Medium

Apart from its rating as the leading farm journal of Canada's Eastern Provinces, based on both quantity of circulation and reader interest—

The close affiliation of

The United Farmers' Guide

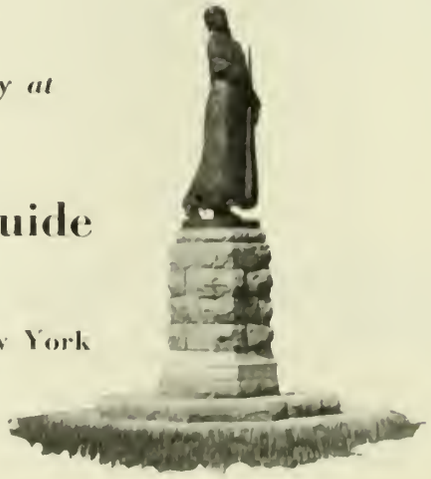
with the co-operative trading companies' chain of stores and warehouses throughout the three Maritime Provinces gives it exceptional value to the advertiser seeking distribution or increased sales, in this territory.

We will be glad of the opportunity to consult with you regarding the unique service which the United Farmers' Guide is in a position to render.

Published Every Wednesday at Moncton, N.B.

The United Farmers' Guide

Branch offices at
53 Yonge St., Toronto *and*
1178 Broadway, New York



"In the Land of Evangeline"

Windsor Growing

Almost without exception, business men who have been in Windsor during recent months report evidences of exceptional activity. The city is growing at a great rate, they say. New homes by the score, and immense new factories and business buildings, are under way or being completed, to accomodate the remarkable expansion in business and the influx of population.

Such facts are of interest to sales and advertising managers, for they give Windsor a new and greater importance in sales plans. They are particularly significant in that the expansion is not of the bombastic boom variety. The growth has been steady, substantial and permanent—and no let-up is yet in sight.

One indication of the growth of business and population in and around Windsor is the recent establishment of the *Border Cities Sun*, a new morning paper established last month, and published from the same plant as the *Border Cities Star*. To establish a new daily at a time when the going is proving too hard for dailies in other parts of Canada is evidence of the exceptional conditions in this field. London and Toronto morning dailies do not reach the border in the early morning, and until the *Sun* appeared, the only before breakfast paper available was the *Detroit Free Press* which, naturally, does not contain the news which Canadians desire to read. This is said to be one reason for starting the *Sun*. Another was the train schedules, which are such as to prevent the Evening *Star* from reaching many outlying points on the day of publication; These points are now reached by the *Sun*.

The *Sun's* publisher, W. F. Herman, is one of Canada's best known and most successful newspaper proprietors. His success in Saskatoon with the *Star*, and also with the *Border Cities Star* since he established it two years ago to succeed the Windsor *Record*, has few parallels in the history of Canadian journalism.

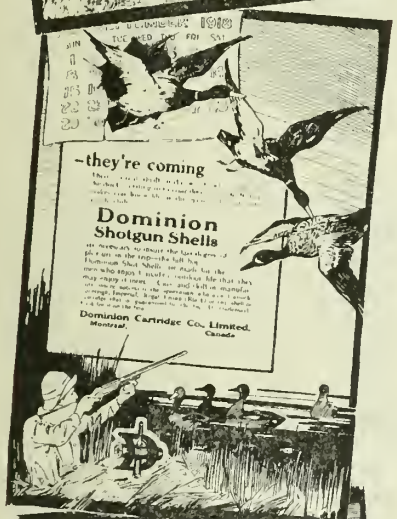
His newest venture is not a "morning edition" of the *Star*, but is a distinct and separate newspaper, different in appearance, different features, different editorials—and different to some extent in the field it serves. For where the *Star* serves the citizens of Windsor and the immediately surrounding neighborhoods making the bulk of its circulation "local," that of the *Sun* will be more largely out-of-town, covering the surrounding towns and villages and the farming communities.

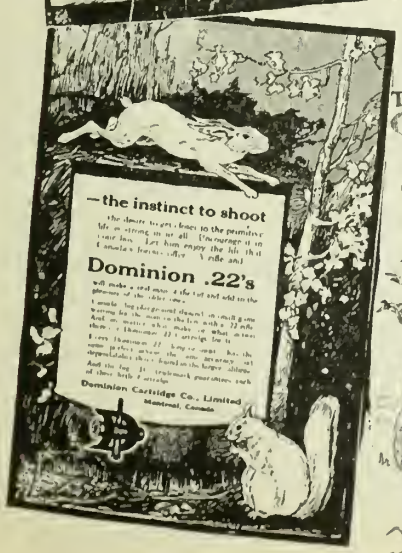
Hugh A. Graybiel, business manager of both the *Star* and *Sun*, has been associated with Mr. Herman for the past eight years.

* * *

Edgar J. Guy, eastern representative of the Winnipeg *Free Press*, *Free Press Prairie Farmer*, Regina *Leader and Post*, Calgary *Herald*, Edmonton *Journal*, Lethbridge *Herald* and Victoria *Colonist*, left last week for his annual trip through the West for the purpose of familiarizing himself with local conditions in the respective cities, and in the Western provinces generally. On his return he will probably have information of considerable value to advertisers.

Among Farm Papers of Eastern Canada Countryman Undoubtedly One of Two Leaders





DOMINION CARTRIDGE COMPANY,
LIMITED
HEAD OFFICE, MONTREAL

P.O. BOX 1200
MONTREAL

PLEASE QUOTE F.L.S.

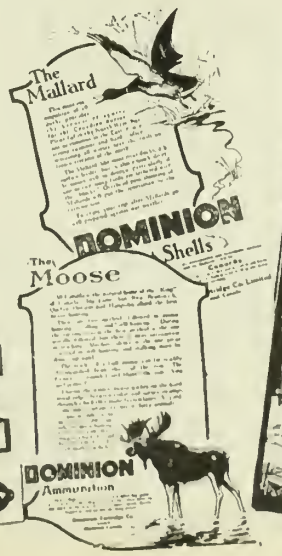
Mr. T. J. Tobin.
Canadian Countrymen.
Toronto. Ont.

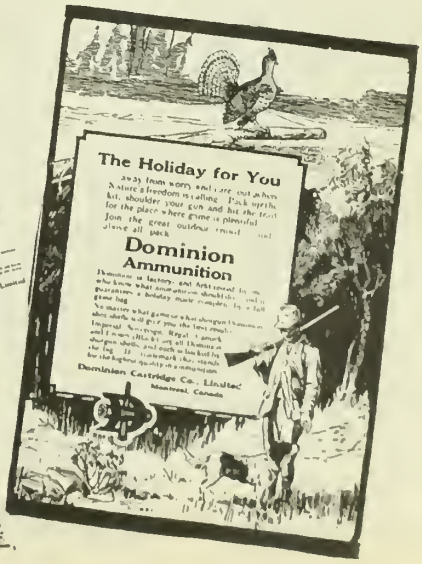
Dear Mr. Tobin

We can be quite frank in telling you that in preparing any schedule in which farm papers are included. the "Canadian Countryman" is always very close to the top of the list. Among the eastern farm papers yours is. undoubtedly. one of the two leaders.

Yours very truly,
DOMINION CARTRIDGE COMPANY, LIMITED,
Advertising Manager.

MP-McL.





Every
Other
Day!

The Owen Sound Sun-Times

The Ontario Reformer
(Oshawa)

Include
Them in
Your
Daily
List!

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR SEPTEMBER

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
	SEPTEMBER 1920					SEPTEMBER 1919		
Macleans Magazines	2	720	56,204	858	81½	37,007	1,130	54½
Canadian Home Journal	1	800	29,201	924	37½	24,186	1,356	32
Everywoman's World	1	800	23,913	1,092	31¼	18,437	1,199	24½
Canadian Courier	2	728	20,870	616	29½	16,089	81	22¼
Western Home Monthly	1	720	18,850	1,366	28	15,431	1,492	23½
Canadian Magazine	1	224	14,084	1,030	67½	14,233	686	66
World Wide	4	636	9,641	224	15½	7,738	489	12¾

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR SEPTEMBER

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total	Grand Total
	SEPTEMBER 1920						SEPT. 1919
Grain Growers Guide	5	720	70,614	1,976	706	73,296	x85,359
Farmers Advocate (London)	5	720	65,567	11,507	84	77,158	x56,767
Farmers Advocate (Winnipeg)	5	720	63,824	1,470	556	65,850	x58,631
Nor'West Farmer	2	720	49,840	1,960	336	52,136	54,074
Canadian Countryman	4	700	47,826	3,452	344	51,622	47,935
Farm & Ranch Review	2	720	35,571	2,662	568	38,801	38,889
Farmers' Magazine	2	700	33,579	1,268	91	34,938	38,079
Canadian Farm*	9	792	33,080	5,339	1,765	40,184	32,295
Farm & Dairy	5	700	30,605	8,141	360	39,106	x27,778
Maritime Farmer	2	672	28,491	1,682	1,117	31,290	29,368
United Farmers Guide	5	720	26,177	3,061	——	29,238	not issued
Farm & Home	5	1,025	90,008	598	1,361	91,967	not checked
Family Herald & Weekly Star	5	940	89,403	220	3,722	93,345	x78,292
Ottawa Farm Journal	8	2,432	79,719	7,759	2,120	89,598	**114,970
Farmer's Sun	9	2,400	65,473	1,548	1,594	68,615	not checked
Free Press Prairie Farmer	5	1,180	42,996	106	6,771	49,873	x30,378
B. C. United Farmer	2	840	17,903	272	191	18,366	6,453
Montreal Weekly Witness	4	2,100	16,087	——	3,089	19,176	xx19,718

*Includes Mid-week Supplement. x—4 issues. xx—5 issues. **—9 issues.

To American Advertisers

Seeking a market in Canada by direct mail advertising.

WE are producing reprint catalogues and other advertising matter for a number of large American advertisers and shipping direct from our plant to their branch houses and agents in all parts of Canada.

This service is available for you. It saves duty, customs delays, and money.

Send us your electrotypes, we do the rest.

West Toronto Printing House

HENDERSON & GALBRAITH, Props.
1088 ST CLAIR AVE TORONTO

Course in Retail Merchandising

W. J. Spence, Registrar of the University of Manitoba, sends MARKETING a copy of a book containing the lectures and discussions on Retail Merchandising at the first Business Congress held by the University a couple of years ago. This book gives permanent form and secures wider distribution to the ideas and ideals brought out by experts on retail merchandising and advertising on that occasion, and enables many who were not able to attend the lectures to get the benefit of the instruction and inspiration.

The book should prove valuable to any student of retailing, including as it does well-rounded and intensely practical courses of lectures designed to promote the efficiency of the retailer. Few books afford more practical help with retail store problems, embracing such subjects as: Organizing a Country Retail Store, Training Salespeople, Co-operation Among Retailers, Cash, Credits and Collections, Facts a Merchand Should Possess, Increased Selling Efficiency, What Merchandise to Carry, Advertising in a Country Newspaper, Retail Store Accounting, Turnover, Figuring Profits, Perpetual Inventory, etc. A few copies of the book are still obtainable at $2.50 a copy. Advertising men or sales managers who wish to get an understanding of the small retailers' problems, particularly those engaged in the preparation of dealer helps, would do well to secure a copy. It should also prove a valuable and stimulating book to place in the hands of salesmen calling on the retail trade.

♦ ♦ ♦

Charles Holmes, for some years identified with the Canadian Advertising Agency of Montreal, and editor of Publicite-Publicity, has joined the staff of *Le Prix Courant*.

♦ ♦ ♦

The labor-market is generally too full for the workers' comfort. The policy of the Unions is to make as many jobs as possible. They discourage overtime, and press for shorter hours, arguing that it is better to have three men working eight hours a day than two working twelve hours and one idle.

They are not always as reasonable as this. They discourage profit-sharing schemes on the extraordinary ground that these tend to attach a man too closely to one factory. They try to limit output: first to discourage competition between man and man, and secondly, arguing that a factory can only sell a certain output, and that if this quantity is reached, short time will be worked, or men laid off.

Obviously the remedy for this is advertising, the economic value of which is little understood by labor.

—THOS. RUSSELL.

Part of an
Advertisement of

Wood, Gundy & Co.

Toronto, Montreal, New York, London

Appearing in
Eastern Publications

Saskatchewan---

A Province of Inherent Wealth

Saskatchewan has played an important part in gaining for Canada her place amongst the great wheat producing countries of the world. In 1915, 56% of Canada's bumper crop was reaped in that province. This year estimates say that 136,000,000 bushels of the Dominion's total of 289,000,000 bushels will be produced there.

The Value of this Province's 1920 Wheat and Oat Crop Alone is Estimated at $400,000,000

This natural wealth constitutes one of the reasons that Saskatchewan bonds rank high in investment circles.

The above extract from an advertisement of one of Canada's largest financial houses is only ONE REASON why you should place your proposition before the public of Saskatchewan.

There are Many Other Reasons and Two of Them Are

The
Morning Leader
Regina

and

The
Regina Daily Post
(Evening)

The Two Publications That Cover Their Field

Eastern Representative: E. J. GUY, 302 Royal Bank Building, TORONTO

Remember

"An article of merchandise without a trademark is like a mule—without pride of ancestry or hope of posterity."

Trademark, then advertise, your line. Consult

Federal Advertising Agency

306-308 Dominion Savings Building
LONDON : : CANADA
T. H. YULL, *Director*

Buying for Canadian Factories

Is not a seasonal demand, nor does it stop during any period of doubt or depression.

Machinery wears out, new equipment must be installed, new material must be secured. Here and there new plants or extensions to old ones must be erected no matter what business conditions indicate.

Two thousand of the men who buy for these plants read and look to The Canadian Manufacturer for information.

If you want to sell to Canadian factories you should advertise in

The Canadian Manufacturer

51 Wellington West. TORONTO

Canadian Farm Acquired By Gagnier

Canadian Farm, one of Canada's best-known weekly agricultural journals, has been acquired by H. Gagnier, Ltd, publishers of *Toronto Saturday Night* and *Canadian Home Journal*, as well as of a group of business papers.

It will be published, commencing with the issue of October 6th, under the business management of Miller McKnight, also manager of the *Canadian Home Journal*. The entire staff of *Canadia Farm* has been taken over, and is already located in the Gagnier offices at 71 W. Richmond St.

The paper will be continued in its present form, though it is expected that extensive improvements will be introduced at an early date, in keeping with the high standard of the Gagnier publications.

The paper enjoys a high standing with a substantial element of Ontario farmers, and under more aggressive management will undoubtedly show considerable development of interest both to readers and advertisers.

Canadian Farm has been issued since 1909 by W. H. Moore, proprietor of *Canadian Courier*, and it is understood that Mr. Moore parted with it only in order that more attention might be given to important developments with the *Courier*. Both *Canadian Farm* and *Canadian Courier* were among the first Canadian publications to join the Audit Bureau of Circulations, their membership dating from the organization of the Bureau in 1914.

It has a circulation of 30,000, very largely among the farmers of Ontario.

* * *

The Western Clock Co., of La Salle, Ill., and Peterboro, Ont., is making up the list for next year's advertising of Big Ben and other Westclox alarms. Magazines, trade and farm papers will be used, it is reported.

* * *

Oneida Community to Manufacture in Canada

The Oneida Community is to erect new buildings at Niagara Falls for the purpose of making its Canadian plant independent of the parent factory at Oneida, N.Y. Until now Community Silver has come into Canada partly finished, but shortly it will be manufactured here in its entirety. Instructions have already gone out to a list of dailies from the R. Sykes Muller agency of Montreal for the fall advertising campaign, which features November 6th to 13th as Community Week. As usual the copy is exceptionally attractive.

* * *

In connection with the recent merger between the Williams Greene & Rome Co. Ltd., and Chett Peabody & Co., of Canada Ltd., a separate Canadian board of directors has been formed, of which F. W. Stewart is Vice President and Managing Director.

The company will operate hereafter as Chett Peabody & Co., of Canada, Ltd., and MARKETING is advised that it is likely newspaper space will be used more extensively than in the past. H. G. Roberts has been appointed advertising manager. Smith, Denne & Moore will handle the account.

American Concerns Establish Canadian Branches

The establishment of branch factories in Canada by United States manufacturers continues one of the most striking developments in Canadian trade.

One industrial commissioner in Canada claims to have been in correspondence in one month with 100 American firms anxious to locate on the Canadian side. Firms manufacturing chemicals, motor cars, toilet preparations, metal and woodworking tools and many other commodities made the inquiries.

It is estimated that 200 firms from the U.S.A. established branches in Canada during the year, either by erecting or leasing plants.

MISS FLORENCE E. CLOTWORTHY

Secretary of the Association of Canadian Advertisers, whose seventh annual meeting is to be held in Toronto on October 20th and 21st.

The advertising of the Empire Cream Separator Co., is now being handled from the Toronto office of the Company, at 67 Adelaide W.

153,000 Motor Cars in Ontario This Year

Remarkable increase in the number of motor-car users in Ontario is revealed in statistics computed in the Motor Vehicles License Department. The estimated revenue from motor vehicle licenses for the current year is in the neighborhood of two millions of dollars.

In 1903 there were but 220 motor vehicle licenses issued. In 1917 the number of passenger vehicles in operation in Ontario had increased to 78,861; in 1918 to 101,815, 1919 to 127,860, and in 1920 to 153,000. Commercial vehicles increased in numbers during these years from 1,929 to 15,800. The number of motor cycles has increased only 100 in the four years. Revenues have jumped from $930,753 in 1917 to $1,211,093 in 1918, $1,580,116 in 1919, and as at September 30, 1920, the estimate is for $1,971,105 for the current year.

A policy that pays the advertiser

Each man the best we can find for any given style of work. Each style the best adapted to the end in view. The end—to help you sell your commodity or service without waste of time, effort or money.

Consultation involves no obligation.

"It's all in the Service"

NORRIS-PATTERSON

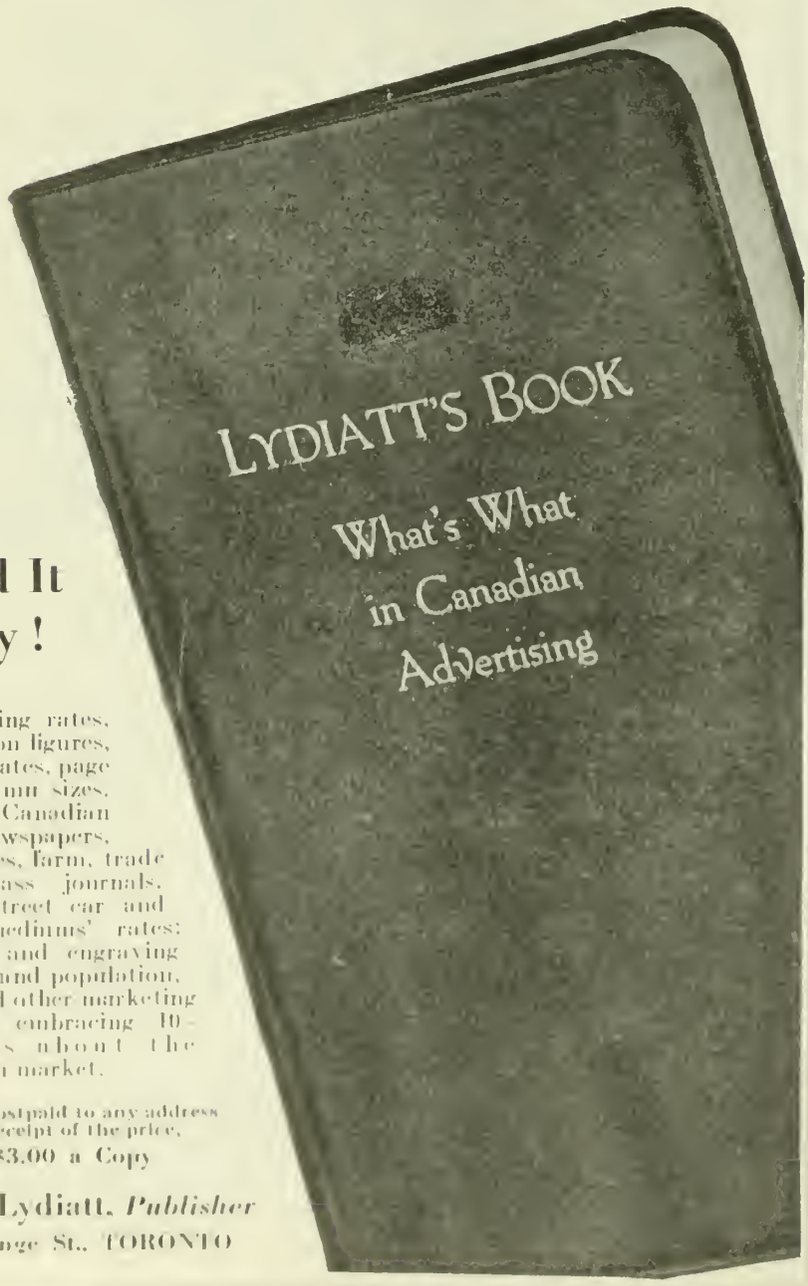
LIMITED

ADVERTISING

TORONTO MONTREAL

WE have used *Lydiatt's Book* in connection with our Canadian advertising during the past four or five years, and have found it absolutely invaluable. It has not been found wanting in any particular.

The Mennen Company
Newark, N.J.



You Need It Daily!

Advertising rates, circulation figures, closing dates, page and column sizes, etc., all Canadian daily newspapers, magazines, farm, trade and class journals, poster, street car and other mediums' rates; printing and engraving charges, and population, trade and other marketing statistics embracing 10,000 facts about the Canadian market.

Sent postpaid to any address on receipt of the price,
$3.00 a Copy

W. A. Lydiatt, *Publisher*
53 Yonge St., TORONTO

Publisher's Staff Conference

Representatives of business and technical papers meet to discuss their problems, exchange views and outline policies.

THE conference of executives, editors and travellers of the Hugh C. MacLean Publications which took place in Toronto during the week ending September 18th, may be regarded as a splendid example of the advantages of gatherings of this kind for the exchange of business ideas.

President Hugh C. MacLean, in his opening remarks referred to the necessity of raising the standard of the business and trade press. "Why," he asked, "is the publishing business not on as high a plane as any other business or profession?" His answer was that the publishers themselves were to blame, because they were too often willing to sacrifice the dignity of the press. They have been lacking in independence and have not commanded respect as they should have done.

Business Manager T. S. Young presented interesting figures showing the growth of the Hugh C. MacLean publications, also a paper on advertising rates and cost of production. The figures were illuminating and left no room for doubt as to the absolute necessity of getting higher rates for advertising and subscriptions. Production costs had increased over 100 per cent within five years, while the increase in advertising and subscription rates of their publications had not been more than thirty per cent. To-day in advertising, as in all business, the motto is "SERVICE," and this service can only be given by getting a rate for space which will justify it.

Papers on salesmanship, presented by different members of the staff, brought out many valuable points. The necessity of a salesman knowing his clients' products was emphasized.

The editorial policy of the papers was fully discussed, each Editor submitting an outline of his proposed plans. Here the keynote was service to the subscriber. "The Co-ordinative Aspect of Editorial Work and Advertising in Trade Journalism" was the title of a paper which contained much food for thought.

Mr. George G. Colvin, of Winnipeg, gave a talk on "Western Canada as an Industrial and Distributing Field," emphasizing the importance of lumbering, agriculture and mining. The distribution of goods was in a large measure in the hands of the general stores, which number approximately 5,000.

Mr. P. T. Carre, of Vancouver, in reviewing the opportunities for the advertiser in British Columbia, referred particularly to the great future for the lumber industry of that Province.

The outlook for building throughout Canada is believed to be very bright. Housing accommodation everywhere is less than the requirements; factory buildings are in demand; labor and materials are expected to be considerably lower. These facts seem to point to a few years of wonderful activity in construction work of all kinds.

Those in attendance at the Conference included: Messrs. George G. Colvin, Winnipeg; P. T. Carre, Vancouver; G. W. N. Day and W. H. Montreal, F. J. Macintyre and S. H.

Simpson, Chicago; F. W. Mar, New York; F. D. Bowman, Boston; Hugh C. MacLean, T. S. Young, Dr. W. R. Carr, B. L. Smith, T. H. Garwood, G. B. Van Blaricom, L. R. Wright, J. P. Russell, F. W. Sherbarth, C. G. Brandt, J. L. Currie, A. R. Whittemore, Andrew MacLean, W. W. Ingram, J. R. Thompson, Thos. Turner, W. Staples and Wm. E. Millson, Toronto.

The Hugh C. MacLean Publications include the *Canada Lumberman, Electrical News, Contract Record, Canadian Woodworker, Footwear, Western Lumberman, Western Canada Contractor, Western Canada Coal Review*, and the *Commercial Winnipeg*.

Canadian Delegation to Detroit Direct-Mail Convention

It is expected that enough Toronto advertisers will be going to the Detroit Convention of the Direct-Mail Advertising Association to make up a party in a special car, leaving Toronto at 3.20 on the afternoon of Oct. 26th. Those planning the trip are requested to get in touch with F. W. Hunt of the Massey-Harris Co., who has charge of the arrangements.

T. B. Costain, formerly editor of Maclean's Magazine, was given a good-bye and good-will dinner by his friends and business associates on his leaving at the end of September to take up his new duties as Managing Editor of *The Ladies' Home Journal* of Philadelphia.

Motoring, published since 1906 as a monthly motor-trade journal, becomes *The Canadian Tire and Accessory Journal* with its next issue. The new name, it is expected, will more accurately associate the publication with the field it serves. It is published by Commercial Press Ltd.

The *Christian Guardian*, Toronto, appeared in its new size and dress for the first time with its issue of October 6th. It is most attractive, in every respect equal to the standard magazines and is favorably received on all sides.

The more attractive make-up shows up the editorial character of the magazine to better advantage, and will undoubtedly cause its readers and others to appreciate what has long been evident to anyone who has carefully read the *Guardian*—that it is of outstanding editorial merit among Canadian Periodicals and an undoubted influence in Canadian public affairs. Its articles frequently provoke general newspaper comment, one in the current issue being an example. The aim is to provide current literature which will exert a wholesome influence in Christian homes, comparable to the policy of the *Outlook* and *Christian Herald* of New York. It should enjoy a larger field of influence in its new and enlarged form.

Duro Aluminum Ware, made by W. D. Shambrook & Co. is to be advertised in a list of daily newspapers, as well as in trade papers. A. McKim, Ltd, Hamilton office, has secured the account.

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

The Brantford EXPOSITOR

10,225—A.B.C.

By the use of advertising space in The EXPOSITOR you can tell your story to a large percentage of the 100,000 people in the trading area covered by this live daily newspaper—and you can tell it very effectively, because its readers believe what they read therein.

A Great Daily in A Great Field

The Expositor has been growing in influence and prestige from year to year until it *dominates* the important area it covers, by sheer editorial merit. Its readers get the news in its columns *while it is news*—and they are accustomed to accuracy both in news and advertising columns.

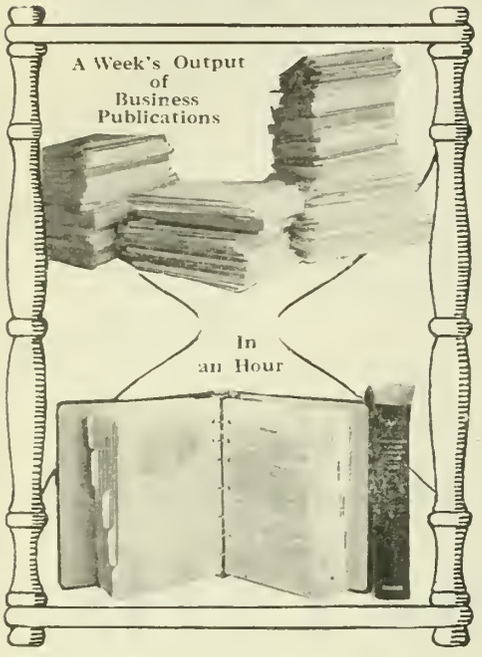
The advertiser who uses the columns of The EXPOSITOR is in good company, and his messages are *read*. Your local dealers can give you plenty of assurance on this point.

Therefore if you wish to cover Brantford and district *like a blanket*, see that the EXPOSITOR is given an adequate place in your appropriation.

The only daily newspaper published in the banner Counties of Brant and Norfolk.

Established 1852

Are You Missing Valuable Ideas Each Week?



Do you have time to go through the magazines that come to your desk in search of the ideas you need for your business? The ideas are there—somewhere in that pile of papers, magazines and house organs—meant for you, and worth money if you use them.

There's a 60-minute method of going through business literature each week—a trip through the land of "BUSINESS IDEAS"—and back to your desk in an hour.

The BUSINESS Information Service

Used by American Express Co., Burroughs Adding Machine Co., Philadelphia Rapid Transit Co., Pillsbury Flour Mills Co., Studebaker Corporation, United Drug Co., U.S. Steel Corporation, Munsing Wear Corporation, John Wanamaker, and hundreds of other progressive concerns, in every line of business.

Digests, classifies and cross indexes over four million words from seven hundred publications each week, presents its findings in compact, neat and legible form so that you can get in less than an hour the ideas that you now miss entirely—ideas from articles you hadn't time to read, from publications that you never see.

How the country's leading firms and corporations are eliminating the element of chance in securing the newest business ideas, how they get these ideas in condensed, usable form, ready for adoption in each business department; how a research staff co-operates with them in gathering information on special subjects—*fully explained in this 64-page book, free to Business Executives.*

PRENTICE HALL, Inc.

70 Fifth Ave., New York City, N.Y.

MAIL THIS COUPON AT ONCE

6097

PRENTICE HALL, Inc.
70 Fifth Ave., New York City

Please send me, without obligation, your 64-page book "BUSINESS IDEAS," which tells clearly and exactly all about this important service.

Name _____

Position _____

Firm _____

Address _____

Holding the Buyer's Attention?

Salesmen should plan to get and hold the concentrated attention of the prospect. Some helpful pointers.

By Frank Farrington

YOU must be able to get and keep the attention of the prospective customer if you are going to make sales. The man who is not interested enough in your conversation to listen with his mind as well as with his ears, is not sufficiently interested to buy.

There are probably instances when a buyer in need of certain items on your list tells you in an off-hand way, without thinking much about it, to send him a dozen of this or a gross of that or a case of something else. The buyer may be familiar enough with some of his needs to be able to order just like that, but that off-hand business does not satisfy a good salesman, and if all the salesmen of your house got nothing but that kind of orders, it would be necessary to discharge the force and close the plant.

A business grows and succeeds by the development of bigger buying among its older customers and by securing orders from new customers. The salesmen who get these increasing orders and who land the new trade are those men who are able to interest and to hold the attention of their prospects.

There is no hard and fast rule that will hold good as a means of interesting all classes of buyers. Every experienced salesman knows that the plan or method used with one buyer may fail utterly with the next.

A local agent for a life insurance company had a farmer prospect upon whom he had been working for a long time. The farmer was a good risk. He had the money to take care of his premiums and he needed insurance as a protection for his family, but he would not sign an application. Nothing the local agent could do would induce the man to buy.

At last one of the general agents of the Company came into that locality and the local man planned to bring him and the reluctant farmer prospect together. The two agents and the farmer met in the local office and the super-salesman went to work with all the assurance of a man who knows his methods are right and feels they cannot fail.

As a demonstration in scientific salesmanship the selling effort was perfect. The approach and the gradual unfolding of the sales argument were in accord with the best accepted theories on selling. The rugged prospect sat there in silence, looking now at the local agent, now at the hundred point importation, and occasionally at his own gnarled and knotty fingers which he twisted nervously together.

The salesman approached the climax of his argument. He began to unfold an application blank. The local agent pulled out his fountain pen and adjusted the cap. At what was presumably just the right psychological moment the general agent paused in his flow of language and his mouth was fixed to say "Sign here," when the farmer spoke for the first time. "Say," said he, eyeing his rough thumb critically, "ye don't happen to know, do ye, what'd take that wart off f'm my thumb?"

The demonstration in scientific salesmanship ended right there and, so far as I know, that farmer to-day carries no life insurance.

Haven't you noted sometimes with chagrin that just when you felt you were putting in your best licks and doing yourself proud in a selling talk, the buyer's eyes were wandering to the window or around the room? Haven't you noted a far away look in his eyes when you wanted him concentrating mentally on what you were saying? Of course you have, even though you may be ninety per cent successful with difficult prospects.

No salesman is going to be a hundred per cent efficient in holding the attention of his buyers, but unless a salesman tries his best to reach that hundred per cent efficiency, he is not likely to reach even ten per cent.

When the prospect's attention begins to rove, immediate action is necessary to retrieve the situation. When his mind is wandering your talk is falling on deaf ears. Attention that attends only spasmodically is not the kind that will result in conviction that what you have to say is vital.

You should so adjust your talk that you will always have something good up your sleeve, some significant and impressive argument or selling point in reserve to spring when attention flags. In effect you have to call the prospect's mind back and you may have to call quite sharply if you are to secure attention. It requires a live idea, expressed in forceful language to get the listener to straighten out the kinks in hi

mental backbone and return to the question in hand.

There are salesmen whose methods are so dreary, whose talk is so dull that the wonder is that they get any business at all. I have stood politely at attention, yawning inwardly for a long time before beginning to yawn openly while trying vainly to wish such salesmen on their way. That has been when I have been disposed to give the salesman every chance. At other times when I have not been so willing, I have cut such fellows off short and sent them on their way sadder but, I am afraid not much wiser.

There are plenty of habits on the part of the salesman that have a tendency to discourage attention, to say nothing of holding it. One salesman speaks habitually in a monotone. He drones his selling talk in a way that would put a baby to sleep if the exercises were used for that purpose. Another has some unpleasant habit of sniffing or coughing that causes the hearer to turn away as often as possible.

I heard a salesman talking the other day and he interspersed the word "and" so often, always emphasizing it, that it seemed as if it might drive a nervous customer into a frenzy. His "ands" strung out his

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
185 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

You Should Read

Canada's National Printing Trade Paper

If you buy advertising space, if you buy printed matter or if you are in any way interested in Publicity you should subscribe to

Printer & Publisher

Consider some recent issues for instance. Articles by Edward D. Berry, the eminent typographer, commands your special attention; he tells some simple, practical truths about typography; he shows how to have type set in order to secure maximum results. Other articles deal with printing costs, printing problems, samples of work, news of the publishers from coast to coast and sundry other things of momentous interest.

Canada, Great Britain South Africa, W. Indies

$3.00 a Year

United States $3.50 a year, other Countries $4.00 a year
Single Copies 30 Cents

Published by THE MACLEAN PUBLISHING CO., LIMITED
143-153 University Avenue, TORONTO

Newspaper and Magazine Advertising

Booklets, Catalogs, and House Organs

Designs, Trade Marks and Illustrations

Prepared in Ottawa
Placed Anywhere
Ask Us.

Peabody Advertising Ottawa
178 Nepean St
Phone 3626.9

CHARLES EDWARD PEABODY
HENRI CHAUME.

talk much longer than it ought to have gone. He also had a habit of putting one foot on top of another as he stood and talked. He would bring his selling talk up to a climax where he should have put on the finishing touch; then an "and" (maybe inadvertently for all I know) and he had to start in again, while the prospect heaved another sigh and wriggled once more on his seat.

Buyers are often impatient fellows. They may make up their minds to buy after hearing only a fraction of the good points about your line. If they do, be sure they are not going to give their attention with pleasure to a lengthy dissertation on other good points. They are ready to buy. They are through listening. Ask them to sign up then and they will do it. Ask them to listen while you continue to spill out talk they do not want to hear and they will gradually drift away from the buying point until you lose them.

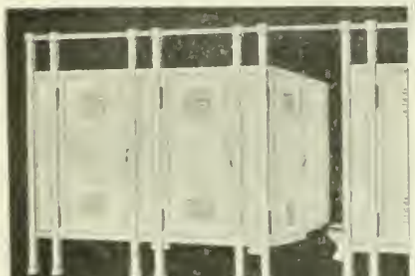
If a man's attention begins to flag before you have him sold, you must try by the most vital means to hold it longer, but there is no advantage in holding him after he is sold.

Some salesmen are so nervous in actions that they make their prospects nervous and they cannot keep interested in what he is saying because they get to watching his movements. If you walk up and down or dance about or constantly shift your position, you attract attention to your motions and that distracts attention from what you are saying. Your voice and the ideas it is promoting should have no competitor in physical actions.

The influence of your eyes will help hold attention. If your own eyes wander from the prospect, his eyes will wander from you and the two of you will be looking all around the room and that will result in your giving less attention to what you are saying, while your listener perhaps ceases to give it any attention.

To get attention and hold it, have something to say and something more to say after that is said and even then something that may be left unsaid if it is not needed to clinch the argument. Concentrate all your own attention on what you have to say and on saying it in the most forceful manner possible.

The difference between success and failure in salesmanship is often just the difference between having or lacking the ability to hold the buyers' attention for the last few minutes, the minutes that carry him past the moment of hesitancy and indecision—or that fail to do so.



HARMONIZE WITH DECORATIVE EFFECTS

Enamelled snow-white, marble, etc.

DENNISTEEL
Made in Canada

STEEL LAVATORY PARTITIONS

"Hygienic, Fireproof, Non-Markable"

can be harmonized with the most beautiful fixtures or decorative effects. Steel Lavatory Partitions are solid ever-wearing partitions. They never bulge or warp, but always present a smooth surface.

WE ALSO MAKE
Steel Shelving, Lockers, Cabinets, Bins, Stools, Chairs, etc. Ornamental Iron and Bronze, Commercial Wirework of all kinds. General Builders, Ironwork.

Halifax
Montreal
Ottawa
Toronto

Write for Folders

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Hamilton
Winnipeg
Calgary
Vancouver

TO SECURE THE MOST FAVORABLE FIRST IMPRESSION

USE TWO-FOLD LETTER HEADS

The business man who receives a two-fold letter head is at once struck by its all-round superiority to the great mass of letters which his daily mail contains. This at once puts him in a favorable attitude toward the message the two-fold letter head bears.

TORONTO ENVELOPE CO's two-fold letter heads are proven business producers, as many big business houses know by experience.

Your printer will get them for you, with envelopes to match.

When ordering them from him, ask him if he is getting our little folder, "Quality and Service." He will welcome it each month, we are sure. Indirectly it will benefit you as well

TORONTO ENVELOPE CO. Limited

119 Adelaide St. West, Toronto

MANUFACTURERS TO THE TRADE ONLY

CLIFFORD ELVINS

of The Imperial Life Assurance Co., Toronto. Member of the Board of Governers of the Direct-Mail Advertising Association which holds its Annual Convention in Detroit on October 27th, 28th and 29th.

* * *

A new line of copy for Fleischman's Yeast is running in Canadian newspapers, placed by the J. Walter Thompson agency, New York.

* * *

H. J. McAdie, sales and advertising manager of A. Ramsay & Son, Montreal, sprang a surprise at the recent sales convention of the firm, when he introduced an original cartoon entitled "The Agate Family of Agateville." A street scene in the village of Agateville was depicted, showing well-known members of the executive and sales staff engaged in serious and frivolous occupations, including the arrival of the Western contingent by special train for the convention, and the manufacture of varnish and inspection of Agateville by a prominent member of the "S. S. Harbor Commission." "I didn't fly very much, but varnish can" was typical of the smart sayings accompanying one of the arrivals.

The slogan of this year's Ramsay sales convention was "Repeated calls After business Mean Sales. Are You a repeater?" The capital letters used, it may be noted, spell the name Ramsay. Altogether it was voted the best, in point of attendance and interest, of any sales convention yet held.

* * *

Seaman-Kent Co., Ltd., of Toronto is advertising its Beaver Brand Flooring in Western dailies, the copy being placed by Consolidated Advertising Service, Toronto.

* * *

Edison Opening Canadian Plant

Canadian Edison Phonographs, Ltd, the Canadian branch of the Edison Co., of Orange, N.J., has purchased a large factory building in St. Thomas, Ont., for the manufacture of phonograph cabinets and the assembling of cabinets and phonograph mechanism for the Canadian trade. It is expected that everything will be in shape to turn out the first Canadian-made Edison Phonograph by June 1st next.

CAN YOU USE THIS MAN?

ADVERTISER at present engaged with advertising agency in Toronto is open for engagement. Immediate salary of less importance than an opportunity to show results. Has a wide experience in the marketing and distributing of Proprietary medicines, fine drugs and druggists lines, and is familiar with all angles of placing, marketing and selling proprietary articles; a capable and convincing copy writer with original ideas in layout and copy.

Advertiser, Box 554, Toronto

THE SEA, THE VALLEYS *and* THE MOUNTAINS CALL YOU

PACIFIC ocean breezes, moist and cool all summer long; south winds and the mild Japan current to make winter weather ideal—that's British Columbia. Walk in the green fields in the sparkling sunshine in the valley. Lift the dew-covered leaves and pick the luscious, great berries ripening there—the strawberries, the loganberries, the blackberries.

Think of the apple orchards inland in the sunny Okanagan—the valley of bees and blossoms. Smell the sweet aroma of the alfalfa which grows seven tons to the acre.

Five acres, a bungalow, a flivver, and you have solved the problem of your life. We have excellent schools, good roads, fine towns.

British Columbia is Calling You

Promotion Dept. ***FARM and HOME*** VANCOUVER, B.C.

About French Printing

"The largest French printing house under British Flag."

MANY English firms now realize that they must have their literature which goes to the province of Quebec—in the language of the majority—that is FRENCH.

Unfortunately, many have in the past given their work to incompetent printers. Avoid this in future by having your French printing done by those who know how to translate English to French.

Bear in mind, French type has accents — without the use of these accents, French is not perfect: we have them.

We handle translations and French printing for several of the largest houses in Ontario and Quebec.

"La Patrie" Publishing Co. Limited

JOB PRINTING DEPARTMENT MONTREAL, Canada.

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING

READY SET NEWSPAPER PLATES

DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED

F. DIVER, PRESIDENT

110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

"GIBBONS KNOWS ADVERTISING"

MONTREAL TORONTO WINNIPEG

Taste—

Light up
your
Philip Morris Navy Cut.
–Puff
–Puff
Roll the smoke in your mouth.
It does not parch
–nor burn
–nor irritate.
The sweet taste of pure
Sun-cured
Virginia Leaf, free from adulterants.

Compare it with other Cigarettes

"Every Sense will tell you"

10 for 15 cents

"Ask for the Little Brown Package"

PHILIP MORRIS
NAVY CUT CIGARETTES

Philip Morris & Co Limited - London, New York, Montreal, Cairo

Proofsheet No. 9

Reduced from large size

"Every Sense" Told

the Philip Morris Company, Limited, that the exclusive medium they needed in London for covering the market of London and Western Ontario was

The London Free Press

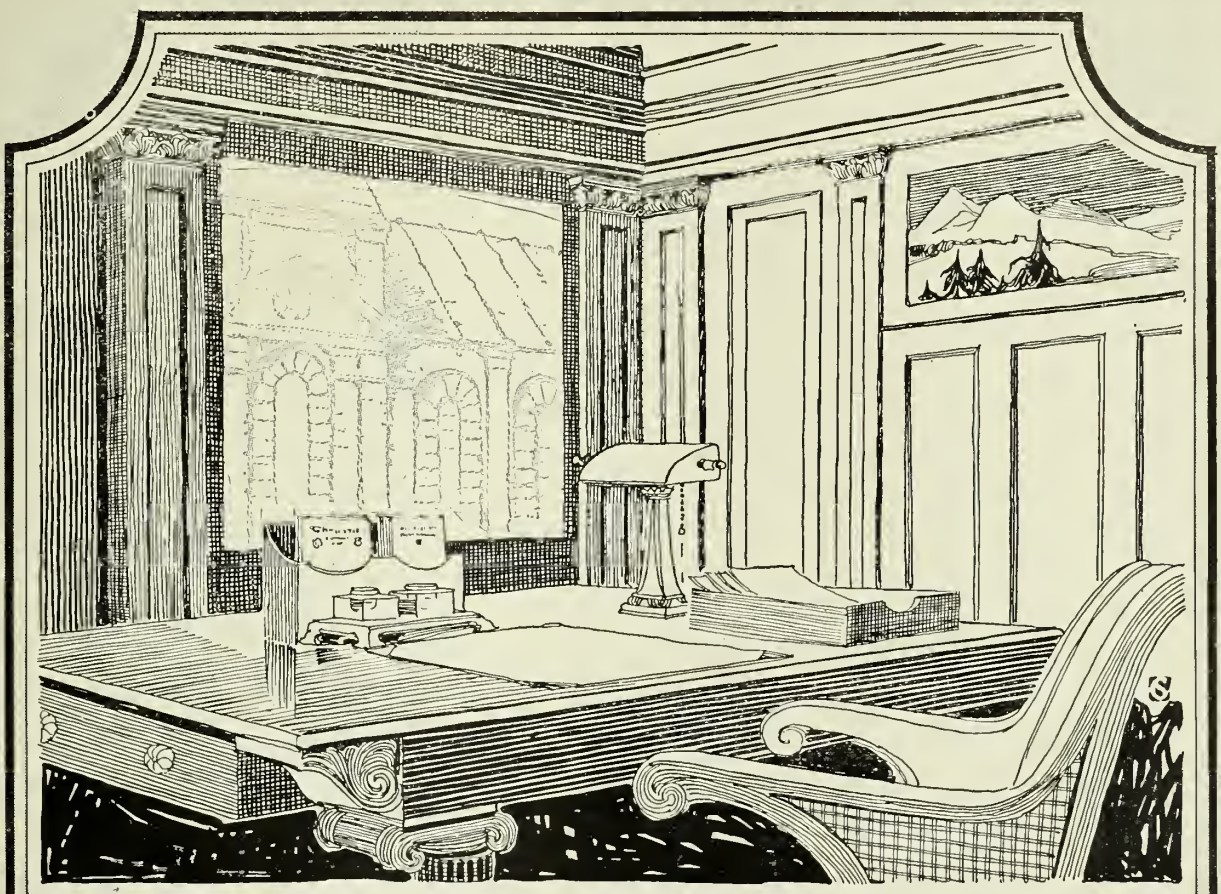
WESTERN ONTARIO'S FOREMOST NEWSPAPER

a newspaper that for more than seventy-one years has repaid the confidence of advertisers by carrying their message to the greatest number of London and Western Ontario readers.

The London Free Press

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - - -	221 St. James St.
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2, London



SUPERFINE LINEN RECORD

LOOK FOR THIS WATERMARK

Your letterhead may pass through the mails, be handled by a dozen clerks, be filed, and yet at the crucial moment, carry into a President's office the suggestion of your Company's dignity and standing—if it be of Superfine Linen Record.

Awarded the Gold Medal, Antwerp, 1882; the Gold Medal, Chicago, 1893, and the Grand Prix, Paris, 1900.

The Rolland Paper Co., Limited, Montreal

HIGH-GRADE PAPER MAKERS SINCE 1882

Mills at St. Jerome, P.Q. and Mont Rolland, P.Q.

Put Sales Value Into Your Publicity

PRESENT MEMBERS
James Fisher
W. H. Bowman
E. W. Reynolds
W. M. Chisholm
J. W. G. Clark
Wm. Wright

The days of harder selling are here.

To meet these harder selling conditions a change in publicity methods is urgently needed for many products.

Advertising consisting chiefly of pretty pictures and a few brief words must give way to designs that illustrate strong selling points in products and copy that is strong in salesmanship.

Advertising that will sell goods is needed to-day. Publicity designed merely to keep the name before the public will not meet the present situation.

Examine the advertising you are running to-day. Does it measure up to the needs of the hour?

If you feel that it is not suitable, why not invite our organization to study your field and your product and to prepare an advertising campaign that will meet the new conditions?

At least let us show you proofs of the up-to-the-minute advertising campaigns that we have prepared for other progressive wide-awake manufacturers. Then you will have an idea of the class of publicity we are capable of preparing for you.

"SERVICE WITH SINCERITY"

The James Fisher Company Limited
ADVERTISING
386 Yonge Street, Toronto

Volume XIV. Number 15 *Toronto, November 1st, 1920*

Marketing and Business Management

Edited by W.A.Lydiatt

ALL PLANS FOR BIGGER BUSINESS

hinge finally on the goods being absorbed by the public. When production out-distances consumer demand, look to the advertising!

A sound advertising policy not only moves the goods off dealers' shelves, but it creates the ever-growing market that is essential to the growth of big business.

We will be glad to give you instances of clients who, starting in a small way, have achieved leadership in the Canadian field.

A. McKIM, LIMITED

Advertising Agency

Montreal Toronto Hamilton Winnipeg London, (Eng.)

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA

20 Cents a Copy

NOVEMBER 1st, 1920

$2.50 a Year

The Cowan Company of Toronto is a household word throughout Canada largely because Poster advertising has been so extensively and so persistently used to familiarize the Canadian public with Cowan's Cocoa and Cowan's chocolate products.

The poster reproduced herewith is a late arrival in the compelling series of posters used with exceptional success by this aggressive firm to increase sales and good will for Cowan products.

QUESTIONS regarding size of space, frequency of insertion, preferred position, etc., which arise to bother so many users of advertising space, never cause any concern to the poster advertiser.

Bigness commands attention. *Color* intensifies the impression. *Brevity* adds force and clinches the message at a glance. Standard size and prominent locations give every poster preferred position.

And every hour all day, every day in the week, *everybody* sees them.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative.

Poster Advertising Association of Canada

OFFICIAL REPRESENTATIVES

HARRY DUKER, LIMITED		VANCOUVER, B.C.
GOULD-BAIRD POSTER CO.		HAMILTON
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
CANADIAN POSTER CO.	Lewis Building, St. John Street	MONTREAL
E. L. RUDDY CO., LIMITED	317 Spadina Avenue	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
A. R. KENT	Kent Building	TORONTO

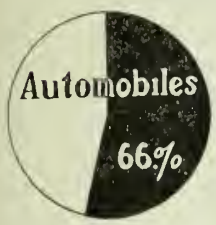
W. W. SCANE, Secretary, CHATHAM, ONT.

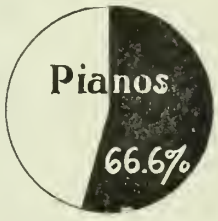
In Making up Schedules for 1921, Remember that The Farmers' Magazine will be Issued *Every Week* Beginning February 3rd, 1921

Place FARMERS *first* on your Canadian agricultural lists. The weekly publications will make for more timely and effective advertising—the already powerful appeal of FARMERS' will be strengthened—reader interest will be at high water mark.

All High-Grade Products Should Be Advertised to Farmers

FARMERS' MAGAZINE is proud of the wonderfully constructive service rendered to the farmers of Canada. It educates and stimulates. The charts here reproduced show what farmers are buying—they show that a large percentage of farmers interviewed own labor-saving devices and equipment usually found in well appointed urban homes.





FARMERS' MAGAZINE goes far towards raising the standard of living. Remember this: FARMERS' MAGAZINE carries a greater number of departments appealing to the farmer than any other publication. ***The great variety of subjects covered enables the manufacturer of any commodity to advertise regularly in FARMERS.*** Every issue of FARMERS' increases the sale of advertised merchandise.

Arrange now for your 1921 schedule. Place the enduring prestige of FARMERS' back of your merchandise by placing FARMERS' *first* on your agricultural lists. Complete details upon request.

35,000 up-and-coming Farm Families read Farmers **35,000**

Twice a Month Now. Every Week Beginning February 3rd, 1921

FARMERS' MAGAZINE

Canada's National Farm Magazine

143-153 University Avenue, - - - Toronto, Ont.

A Unique Situation

FROM the advertiser's standpoint, the situation in Ottawa is unique. His problem is to reach in one effort each section of its composite population—to talk at one time to four distinct classes of its people:—

1. **The stable Civil Service, totalling nearly 20,000 and unaffected by industrial disputes.**
2. **The highly-skilled and well-paid railway employees on three Trans-continental Roads.**
3. **The prosperous manufacturing class commanding the highest wages in each Trade.**
4. **The monied class—the Parliamentarians and the thousands of visitors and delegates to the Capital the year round.**

The problem is solved by using the columns of THE OTTAWA DAILIES. These widely-differing classes can be appealed to economically and effectively through newspaper publicity. THE OTTAWA DAILIES completely cover the local field. There are no papers from any outside point in competition with them.

Schedules for 1921 will soon be decided on.

Make a generous appropriation to THE OTTAWA DAILIES in your next campaign. The fertility of this field is beyond question.

The Ottawa Daily Newspapers

The Ottawa Morning Journal
The Ottawa Evening Journal

The Ottawa Morning Citizen
The Ottawa Evening Citizen

EVERYWOMAN'S WORLD October issue set a new record in volume of advertising carried.

¶ Present contracts indicate that color and black and white advertising in 1921 will far exceed this year's record.

¶ There is an underlying current of optimisim among manufacturers.

¶ For the public wants must be filled. Our factories were never better able to fill them. Canadian people per capita were never richer. The giant wheat crop comes to usher in a sound business wave.

¶ Let us show what Everywoman's World can do for you in more than 103,628* Canadian homes. Ask your Advertising Agency how much the women in those homes buy.

*A.B.C. Statement

The Local Merchant Knows

IF you want a considered, experienced, honest opinion of the advertising merits of the papers in Halifax, write us, telling us the class of stores you sell to.

We will send you a list of the stores who should sell your goods and you can then write and ask them their opinion, of the best papers to use for your purpose—and theirs.

We are satisfied to abide by their judgment in advancing our claim for a full share of your advertising appropriation.

	Circulation A.B.C. Guaranteed	Rate
Halifax Morning Herald	**11,333**	**5c. a line flat**
Halifax Evening Mail	**15,880**	**7½c. a line flat**
Combined Rate in Herald and Mail		**10½c. a line flat**
Halifax Sunday Leader	**14,000**	**5c. a line flat**

W. H. DENNIS,
Vice-President

Halifax, November 1st.

Special Note—

If your advertising agent has not included the Halifax Herald, the Halifax Evening Mail and the Halifax Sunday Leader for a full schedule of the advertising you are going to run in the Maritime Provinces this season, ask him, why?

Perhaps he doesn't know this territory as well as he would like to. If that be the case —we will assist him to get any reasonable information he desires.

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIV, No. 15 TORONTO, CANADA NOVEMBER 1st, 1920

MERCHANDISING "GILLETTES" IN CANADA

Methods, mediums and polices followed in building up the tremendous sale and good will in Canada for the Gillette Razor. From an address, accompanying an exhibit of Gillette advertising, to the Association of Canadian Advertisers.

By H. S. Beecher,
Advertising Manager, Gillette Safety Razor Co., of Canada, Ltd.

IT is only about 14 years ago when Mr. A. A. Bittues, our Managing Director, came to Canada, opened a small factory and commenced manufacturing Gillette goods, turning out about 38 Razors and about 70 dozens of blades each day. To-day in order to fill the demand, two large factory buildings are now required for turning out about 400,000 Razors and 3,500,000 dozens of blades during the year.

I have often tried to analyze our progress, to see what force has brought the steady increase in sales year after year. My conclusions are that there are men of vision in our Company with an appreciation of value of advertising; and that right at the commencement sound merchandising and advertising applicable to the Canadian trade were put into effect by our Managing Director.

There were many factors entering into the success of an advertising campaign which must be considered, and which are shown on my chart. They are good goods, good service, good policy, good salesmanship, good advertising and good merchandising. As all these are the factors of sales—not one or several—the entire group must work in harmony. I will discuss briefly each in turn.

Our constant endeavour in our plant is to turn out good goods, the be t that is possible. Anyone connected with the Canadian plant cannot fail to see the care and rigid inspections that are made before goods are sent out to the trade. However, good goods have been refused times innumerable because there was no assurance of good service. If we find the other fellow who can profit by using our goods; if we can make it easy for him to get them, if we save his valuable time, add to his comfort, that is good service. Service is our business personality, it has become a concrete thing with us.

Good policy is essential to every business with regard to standard discounts, treatment of complaints, etc.

There is very little quibbling over replacement and adjustments, and when complaints arise they are handled in a manner calculated to leave the complainant in a friendly mood towards the Company.

Coming to good salesmanship. This always is and always has been invaluable to most businesses and particularly so to the Gillette Safety Razor Co. There are always the other elements of human nature to deal with. There is always that warm liking between two human beings which is called friendship. There are always arising complicated situations that require the versatile touch of a man on the ground.

What is good advertising? Good advertising is advertising that tells the truth about good goods and good service and which reaches economically every prospect with its message. This is what we are endeavouring to do in Canada, and here on the chart are some of the methods which we use.

Let's look on the chart. You will notice I have listed our advertising efforts under the headings of:

To Consumers, to Trade and to Salesmen

In reaching consumers our chart shows that we use general publicity mediums, outdoor advertising and direct mail.

While we know the amount of space we are going to use in the newspapers and magazines, we do not prepare our advertisements very far in advance. This permits us to tie up our copy with current and national events. Our copy sometimes violates all advertising rules, but it often outsells the more conventional advertisement.

To illustrate—The new Canadian Budget was announced in the Wednesday issue of the newspapers. To link this particular topic with the Gillette Safety Razor in a natural, logical way is not an easy matter, but that it can be done effectively has been demonstrated by our budget advertisement run in the same issue as well as other ads. we have run, entitled, "How to Become a Bond Holder," showing how the money saved by buying a Gillette can be invested in bonds—"Turkey Surrenders," run on the same day that Turkey sued for peace; "Daylight Saving," inserted in the papers the same day as the announcements appeared in the newspapers, and many others. Our Speed-Kings ad. was specially prepared for the big racing event of the season between Man-'O-War and Sir Barton, appearing in Windsor, Hamilton, Toronto and London papers.

So closely has the Gillette tied up

with events of national and international importance, that we have had people writing us regarding events that we might find useful in preparing our advertisements.

How we foretell the future and have these ads ready for insertion in the papers is another story. However, do not assume that all our ads. are topical ones, for we also use others that sell the reader the desirability of possessing a Gillette, and here are a few exhibited.

We are also strong and consistent users of posters with their added wealth of color, size and impressiveness which augment to a large degree our newspaper and magazine advertising. In the exhibit are shown reduced reproductions of some of our recent posters.

Under the classification of "To Trade" I will tell you how we tie up our posters with our newspaper advertising and with our dealer selling helps.

A poster campaign is never started unless we have a definite object. We have been more than successful with posters in Canada in recent years. Each and every one of our posters has been timely, our aim being to link Gillette with town topics so to speak.

In 1914 there was a strong agitation for "Made in Canada Goods." Mr. Bittues evolved our now famous "What We Have We'll Hold, What We Haven't We'll Make," Bulldog and Flag poster. For our next poster we chose Admiral Beatty and the British Navy as our subject, as Admiral Beatty was the popular idol of the day.

Another poster, "The Razor for Service at Home and Abroad" with the smiling Highlander, the Jack Tar and the Infantry man pointing to a razor set, resulted in many razors going to France and Flanders to gladden the hearts and give smooth shaves to the boys "Over There" that Christmas.

"International Service" a powerful poster, full of action and interest appeared shortly after the Dough Boys began to arrive in France. Aside from immediate sales, the basic objective of this poster was to fasten in the minds of Canadian people the fact that Gillette is international, a sterling article of world-fame that is benefitting mankind everywhere.

"The Standards of the World" came into view one morning just as the Peace Conference was occupying the attention of every man, woman or child who could read or think. Considerably more than one-third of Canada's entire population thought that day of Gillette and the Peace Conference. The flags of the Allies, two gigantic razors and a dominating Gillette Trade Mark made a unique and appropriately timely design. The purposes of this poster were four-fold.

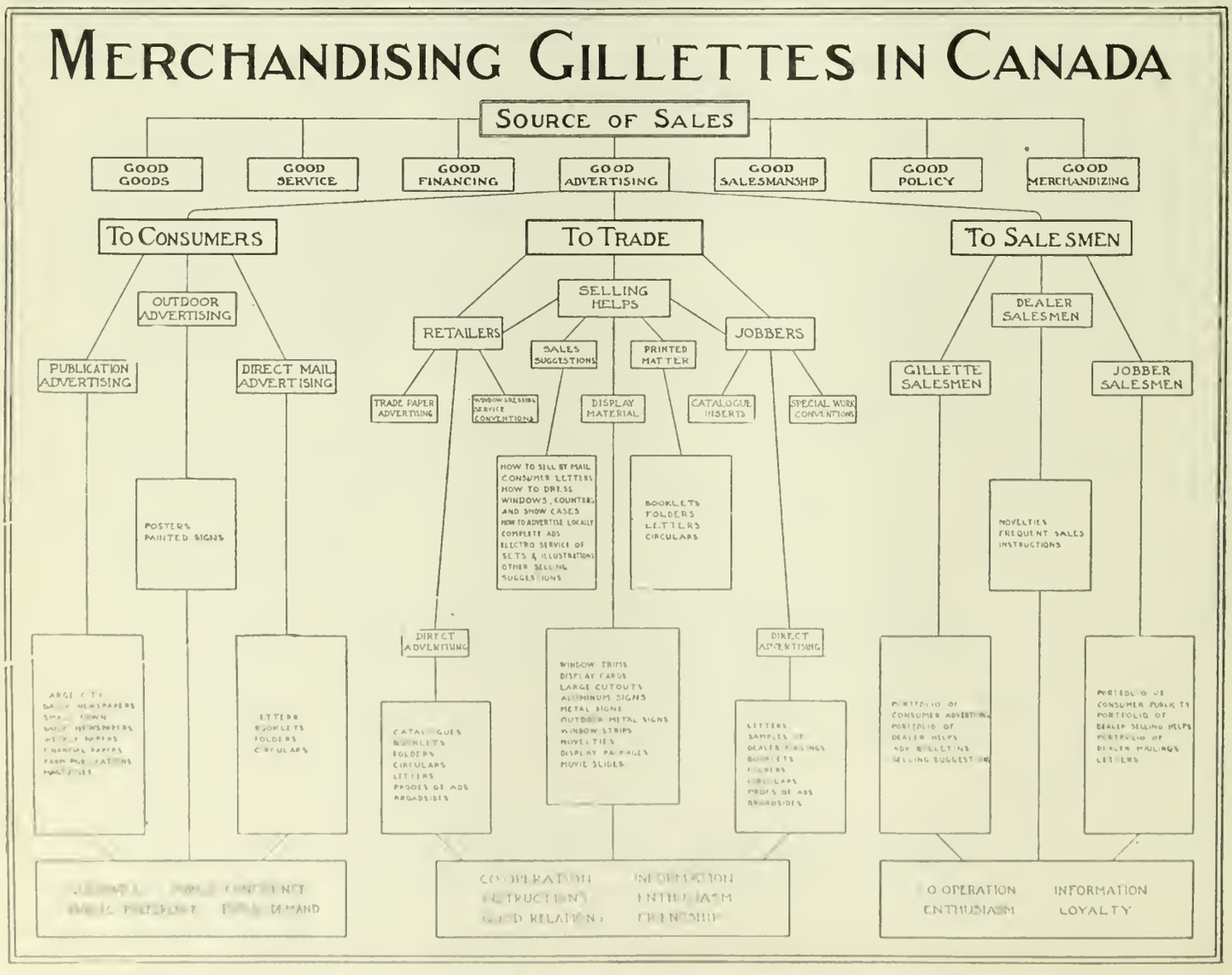
One—An immediate and lasting profitable sales return.

Two—To still further establish the international character of Gillette usefulness.

Three—To indelibly impress the Gillette Trade Mark.

Four—To have Gillette associated with one of the biggest events in history.

Last Christmas we had for our poster design an attractive Christmas Tree with a Gillette set shown on it



The complete Gillette exhibit at the A. of C. A. meeting could not be satisfactorily reproduced. This is the chart referred to in Mr. Beecher's address describing Gillette selling and advertising methods.

This June we had a summer scene with the happy phrase, "A Handle for Every Hand." There was a reason behind this phrase which we wanted people to think about and we asked them in our newspaper advertisement what they would have said. The caption led them to read the rest of the ad. where we got our message across.

Posters Checked by Dealers

All our posters were personally checked by a local dealer in every town. Not that checking is absolutely necessary; the Poster Association of Canada have a very reliable system of inspection. While the double check is of course useful, its main object is to get the dealer interested in our display. Whether he or one of his salesmen go over the display, we have brought right home to that store the poster advertising done by the Gillette Company. For every poster we rotate our list.

We consider Gillette advertising in newspapers, magazines and posters as the instrument whereby we obtain millions of salesmen working to sell Gillettes. So every copy of every newspaper, magazine, farm journal and every individual poster featuring our razor is a living salesman putting the Gillette message before the man at his breakfast table, in the street, riding in his automobile or street car, at the theatre, on the farm, in his office—everywhere he goes the little salesman taps him on the shoulder and suggests that he needs a Gillette.

Gillette advertising has created goodwill, built up a reputation for the Company and inspired confidence in its goods in the minds of the public. Gillette advertising commencing in 1906 has always dominated the safety razor field—not so much by its magnitude but by the thoughts constantly expressed in its advertising year after year.

The vision which our Managing Director has had of advertising, right from the very beginning, indicated his confidence in the future growth and power of the Gillette Safety Razor in Canada, and of the Dominion itself. How excellently he has followed up this advertising policy is shown today when after fourteen years in Canada the Gillette has become part of the daily life of hundreds of thousands of Canadians —an achievement inconceivable in the absence of advertising. Thus we see that advertising is most effectively planned when it is projected towards long range accomplishments, for it is undoubtedly true to a great extent that our previous years' advertising is making sales for us today and our 1920 advertising will continue to make sales for us in the future.

Gillette Safety Razor
What Would You Have Said?
STUDY the Gillette Poster on the boards. What do you think of the wording, "A Handle for Every Hand"? Do you think we have taken too much for granted that everybody knows that the Gillette Safety Razor will give a cleaner and more comfortable shave in the least time? That each set at $5.00 includes 12 double-edged super-keen blades?
With the space at our disposal on this poster, would you have chosen the message we adopted, or would you have emphasized the NO STROPPING—NO HONING feature, or the fact that there are 20,000,000 Gillette users, or the saving of ten minutes each day by Gillette owners?
If you do not see the poster itself, you will find a reproduction of it in colours in dealers' windows, together with a display of some of the most popular Gillette sets.
THE GILLETTE SAFETY RAZOR CO., of Canada, Limited
97 ALEXANDER ST. MONTREAL
MADE IN CANADA
KNOWN THE WORLD OVER

This Gillette newspaper advertisement reduced from 4 col. size features the current poster, and excites interest with its query. "What would you have said?"

How Direct Advertising is Used

We also go direct to the consumer, and I have in mind a campaign in which we reached direct all the graduating high school students. For this campaign we got up a 96 page book on Canada which went to the student with a letter. A number of pages were used to advertise Gillettes, but this in no way detracted from the usefulness of this book.

I believe in this campaign we got nearly 100% return, securing many thousands of names which came in, not only from the boys but also from the graduating girl students. To the boys we sent a Facts Book with a letter, and to the boys' fathers we sent a letter suggesting that they give him a Gillette as a graduation gift. To the ladies a letter and Facts Book were sent telling them to remember that whenever they were giving any gifts to their gentlemen friends to give a Gillette.

Near Christmas we followed up all these parties again. The boy we told to go after his daddy for a Gillette as his Christmas present, if he did not receive one last June. To the father we wrote telling him how useful a Gillette would be for his son, and what better gift could he give him.

To the young ladies we suggested that they give a Gillette to their brothers or gentlemen friends.

These letters have brought about many sales and were well worth the expenditure. In our last letter to the fathers, we asked them whether they had bought a Gillette, and quite a few replied stating that they bought one not only for their sons but also one for themselves.

Coming to the classification on the chart "TO TRADE" we do not stop at national consumer advertising and our views are aptly expressed by Charles Coolidge Parlin of the Curtis Publishing Co. "National advertising enables a greater volume at a lower cost, and therefore nationally advertised goods prove more advantageous to retailers. But, there are some things national advertising does not do. It does not take the place of quality, hence only goods intrinsically worth the price asked for them can be successfully advertised. Secondly, it does not take the place of ability on the part of the retailer, It merely prepares a larger market, enabling the man with ability to cash in in a larger way on his ability. In the third place, national advertising does not take the place of energy on the part of the dealer. The dealer who says he is in favor of nationally advertised goods because they do the work for him does not deserve success.

"National advertising by creating market opportunities furnishes a greater stimulation of effort on the part of salesmen and proprietors. The problem of manufacturers, jobbers and retailers in the last analysis is the same—that of getting volume at a minimum expense. Each may handle the same piece of merchandise and the key to success among all three is co-operation. The manufacturer who cannot succeed needs not merely national advertising but needs an aggressive sales organization and in addition to that he needs the active and hearty co-operation of the wholesale and retail trade."

Dealer Promotion Work

Therefore, in all our dealer promotion work we proceed on the principle that our success is bound up inseparably with that of the retailer. Thus we feel it is only ordinary business gumption to devote more than the usual amount of time and study to the retailer's problem.

If one is going to help the retailer in a 100% usable way, he has got to know the retailer and has got to respect him. We try to work with the retailer rather than talk down to him from some fancied height. If you are going to help the retailer in a worth-while way you have got to know him even better than he knows himself and to respect him. He may not know how to produce advertising but he is usually a pretty good judge of advertising. Anyway, he knows his own business, his own customers and his own problems. Our selling

(*Continued on page 670*)

DAILY NEWSPAPERS DISCUSS AGENCY RELATIONS

Annual meeting of Canadian Daily Newspapers Association unable to approve certain features of proposed new agreement. Little other business discussed. No successor yet appointed to Mr. Imrie

THE daily newspaper publishers' relations with advertising agencies practically monopolized the discussion at the first annual meeting of the Canadian Daily Newspapers' Association, held in Toronto on October 22nd.

Although the publishers present seemed disposed to show the agents every consideration within reason, some of the demands presented by the agents' association seemed beyond the bounds of good business. Approval could not be secured, therefore, to several clauses in the proposed agreement, and it was referred back to the committee for further negotiation.

The Advertising Policy Committee's report dealt particularly with the various conferences with the advertising agents' association extending over the past nine months. The basis of recognition had been changed at the agents' insistence, and represents a distinct departure from former practice. It now provides that recognition when first granted is for six months only, and is of a limited character, admitting of commission being paid only on new general accounts. The applicant for recognition is required to agree that he will not attempt to place, directly or indirectly, during this six month's period, any account that has been placed by another recognized agent during the preceding twelve months.

The Proposed Agreement

The effort had been made since the first of this year to bring about a new agreement governing the relations of established and recognized agencies with the daily newspapers. By this agreement it was hoped to remedy some of the objectionable practices now being indulged in by both newspapers and agencies. Publishers were asked, for example, to sign an agreement that the commission allowed to Canadian agencies would be uniform in all cases, and a total of sixty-seven of the ninety-one dailies in the Association had indicated that they are now, or will in the future, operating on the principle of uniform commission.

The Committee also sought to impose regulations prohibiting the splitting of commission, against quoting any newspapers at cut rates, and against such irregularities as failing to charge advertisers for typesetting, drawings, plates and other service charges, or paying all or any portion of the salary of an employee of the client.

To some of these requirements the agencies had objected—particularly the stipulation that each newspaper should pay the same commission to all agencies. They have also sought to prevent the transfer of unexpired contracts from one agency to another—asking that when an advertiser's account was taken over by another agency the commissions on all outstanding contracts should accrue to the agency through which the contract was made.

This is contrary to the now general accepted practice in the United States, with which Canadian newspapers will be expected to conform in their dealings with American agencies, and which provides that: "The publisher, before transferring an account from one advertising agency to another during a contract period, may require an agreement by the agency which is to take over the order, or by the advertiser, to assume responsibility for short rate, if any, on the whole contract from the beginning."

A committee from the advertising agents' association met in conference with the publishers during the meeting, but was not authorized to agree to the changes considered necessary in the proposed agreement, and the contentious clauses were therefore left over for further negotiation between the Advertising Policy Committee and the agencies. The agents' committee made no demand for increased commissions, nor was any evidence in support of such demands presented to the meeting—they doubtless deeming it wiser to leave this matter for negotiation with individual publishers. The sentiment of the publishers, as expressed privately to MARKETING, was, however, decidedly unfavorable to any increase in the rates of commission.

Increases in Advertising Rates

The report of the Costs and Records Committee showed that increases in foreign advertising rates had been reported by 63 daily newspapers, ranging from 9% to 50%. Local advertising rates had not been increased to the same extent. Only 40 daily newspapers reported an increase in subscription rates since the first of the year—this notwithstanding an increase in newsprint costs during the same period of about 90%. Of the 110 daily newspapers in Canada 63 have now a per copy rate of 3c. or more. The Committee was strongly of the opinion that further substantial increases in subscription rates must be made if the daily newspapers of Canada are to continue providing an efficient news service and make a reasonable profit under present costs. Some newspapers had been able to postpone increases in subscription rates owing to the large volume of advertising that was offering. T. H. Price, F. T. Stanford and W. G. Steward were a committee from the Association of Canadian Advertisers to present a resolution dealing with increased subscription rates and were well received. It was a surprise to the publishers that the advertisers offered no recommendation in connection with agency practices.

Officers Elected.

Officers were elected as follows: President, P. D. Ross, Ottawa *Journal;* Vice-President, F. J. Burd, Vancouver *Province;* Treasurer, Geo. E. Seroggie, Toronto *Mail and Empire.*

No successor to John M. Imrie, who recently retired as manager to take over the Hamilton *Times*, has yet been secured, and the position remains vacant for the present. A resolution was passed expressing deep appreciation of the ability and untiring energy and industry displayed by Mr. Imrie during his ten years of service for the newspapers of Canada, and good wishes for success in his new undertaking.

* * *

Of the devices for elimination of glaring automobile headlights approved by Ontario Government authorities, only three of Canadian manufacture have been approved. Of these, the Levelight, manufactured by The Hamilton Mirror Plate Co., has started an advertising campaign, under the direction of the Hamilton Advertisers' Agency.

PAYMENT OF AGENCIES SHOULD BE UNDER CONTROL OF ADVERTISER

Canadian advertisers go on record to this effect at annual meeting. Gathering shows A. of C. A., to be one of livest advertising organizations on the continent. Membership growing in numbers, enthusiasm and earnestness— and with good reason, as last week's meeting made evident

THAT advertising agencies ought to be remunerated on the basis of the services rendered by them; That their remuneration ought to be paid by the advertiser or party to whom the services are rendered.

This was the answer of members of the Association of Canadian Advertisers, Inc., at their annual meeting on October 20th., to the question: "What will they do about it?" asked in MARKETING's last issue.

The report of the agency relations committee, and the discussion which followed, made it clear that the objections to present practices are general and deep-rooted.

No one seemed disposed to dispute the conclusion that as long as advertising agencies are paid by publishers, paid more by some publishers than others, and make their arrangements each with the other without the advertisers having anything to say about it, the advertiser is pretty certain to get the short end of the deal.

Whether this suspicion is warranted or not is perhaps another question. But it does not alter the fact that the advertiser is suspicious—and that his suspicions have taken deeper root from the recent negotiations between publishers and agents, in which each has manoeuvered for his own advantage, apparently unmindful of the fact that the advertiser holds the four aces.

There is no doubt but that the advertisers are determined to control the situation. How it will be done is a matter for further consideration. The question was referred by the meeting to a committee which will report to the Directors for further action.

MEETING A NOTABLE SUCCESS

If there remained any doubt that the Association of Canadian Advertisers is a strong, vigorous and determined aggregation of Canada's biggest national advertisers, it can no longer exist after the enthusiasm and serious purpose evidenced at this meeting. We have been to many meetings of advertisers, advertising clubs, publishers and agencies over many years—but none has been more thoroughly representative, shown a more lively interest by members, or been crowded with more worth-while addresses and discussions than the seventh annual meeting of the A. of C. A.

Fully two-thirds of the membership concerns were represented. And the membership, be it noted, now includes a good majority of the important national advertisers of Canada—numbering eighty-six, an increase of nineteen over a year ago. The gain in membership indicates that business executives have recognized that the A. of C. A. is a *live* organization, active in promoting as well as protecting the general advertisers' interests. At monthly meetings in different centres members gather for the interchange of ideas and the discussion of advertising and sales problems, and these meetings have proved helpful in many ways.

Through the bulletin service the members secure a great variety of information, dealing with methods as well as mediums, which have been instrumental in saving considerable sums for many members. The Secretary's report shows that eighty-nine of these bulletins, totalling 228 pages have been issued to members during the past year.

ADVERTISING DISPLAY A FEATURE

A feature of this year's meeting was the display of booklets, mailing folders, display cards and window display material contributed by members and by a number of printing and engraving firms. Few exhibitions of advertising have been more interesting—and it was an eye-opener to many who were privileged to see it that so much, and such a variety of good advertising was turned out in Canada.

The displays were gathered by a committee of which Clifford Elvins of the Imperial Life Assurance Co., was chairman, and completely covered the walls of the big banquet hall at the Prince George Hotel. There were several complete campaigns and numerous window displays showing the dummy packages, cut-outs and other material furnished retailers by various advertisers.

The exhibit gained much in effectiveness and interest from its skilful arrangement. The walls were lined with framed panels of uniform size on which the material was tastefully arranged—while one side of the room was given up to a series of window displays, put up by displaymen in the employ of members. The exhibits were closely studied not only by members, but also by visiting advertisers and advertising men who were invited to several of the open sessions.

INSTRUCTIVE ADDRESSES

The sessions were executive, at which only members were admitted, with one exception. A number of most interesting addresses were delivered, which MARKETING is privileged to publish in this and later issues. But a reading of these can only suggest the interest which followed their delivery, many of them being illustrated with exhibits which added greatly to their value.

The address of H. S. Beecher of The Gillette Safety Razor Co., of Canada, for example, was in connection with a complete exhibit of Gillette advertising. The same was true of the addresses of J. E. Sampson of Color Craft Ltd., on "Psychology of Colour," of A. H. Robson of Rous & Mann on "Arrangement and Design" and particularly of a notable address by Arthur S. Allen of Phillip Ruxton Inc., New York on "Colour and its Relation to Advertising."

The last-mentioned address, delivered on Thursday morning, was characterized as "wonderful" by most of those present. By courtesy of the advertisers' association many printers, engravers and advertising men outside the association—and there were several hundred present,—were privileged to see a fascinating and intensely practical exposition of the Munzell system of defining and measuring colours, demonstrated with scores of exhibits.

If any came out of curiosity or out of compliment to the advertisers, they went away feeling indebted to

the association for having contributed so much toward a more exact understanding of colour values. It is difficult to convey a clear idea of the impression made by Mr. Allen's address and exhibits—his explanation of the exhibits being necessary to grasp the significance of his remarks. It must have made those present realize that the reduction of various elements entering into advertising to a scientific basis was more than a possibility.

The Association also entertained a goodly aggregation of publishers, printers and other outsiders at a "Smoker" on Wednesday evening, which was largely of the nature of a social gathering, with entertainment and refreshments.

Business Discussed

There were lively discussions of numerous topics of present concern to advertisers at the various sessions. The report of the Circulation and Rates Committee emphasized the general advertiser's complaint that he is being asked to bear too large a share of increased publishing costs.

Rates to the general advertiser, it was contended, have been advanced out of all proportion to the increases in subscription prices, also to a greater extent, it was believed, than the increases in rates for local retail advertising and for classified advertising. If more revenue was needed to meet advanced costs, the advertisers want to know why the publisher does not seek a greater share of it from his readers and retail and classified advertisers. Some newspapers still maintain subscription rates the same or little more than four or five years ago, when newsprint cost one-fourth as much. Others continue to sell pages of space for classified advertising at rates yielding only five or six cents a line, while asking the general advertiser eighteen cents a line for space in the same paper. Local retail advertisers were encouraged to make extravagant use of space, to the general advertiser's disadvantage, because they were favored with rates in some cases as little as half what the general advertiser is expected to pay. Some papers are still practically giving their circulation away in order to maintain volume, expecting advertisers to foot the bill.

These conditions were felt to be responsible for a large part of the recent increase in rates to the general advertiser—and he is not content to accept the situation without serious protest. Following the report the following resolution was passed unanimously:

WHEREAS in the opinion of this meeting of the Association of Canadian Advertisers, Inc., the continual increase in newspaper advertising rates, according to the policy followed by many of the newspapers, is throwing too great a proportion of the increased cost of production on the national advertiser; BE IT RESOLVED, that the President nominate a deputation of three members to wait on the Canadian Daily Newspapers Association in convention assembled in this city, to lay before said convention the views of this Association that, the publishers should arrange for readers, and classified and local advertisers, to bear a more equitable share of the increased cost of production.

Trade Paper Circulations

As was predicted in the last issue of Marketing, the circulation of trade and technical papers came in for considerable discussion—and many of them are likely to feel the effects of it during coming months. The advertisers have become tired of having their demand for circulation facts and figures ignored by so many trade journals—and as national advertisers make up only a small portion of the advertisers in such journals it is the purpose to endeavour to interest a greater number of trade journal advertisers in the situation.

A Salesmanagers' Division

The Sales Managers' Committee recommended that the work of the Association be broadened to deal with problems of particular interest to sales managers, and that efforts be made to interest a larger number of sales managers to become members. It was decided to organize a sales managers' division, under the leadership of L. R. Greene of Tuckett's Ltd., and to develop the work of the Association along these lines.

The broadened activities of the Association having developed to a point requiring more help, it was decided to increase the dues to $60 a year and engage an assistant to the Secretary, whose capable efforts during the past year were especially commended.

The Constitution and By-laws were amended to provide for four Vice Presidents, instead of one, and to make past Presidents ipso facto directors.

Bramble Elected President

The election of officers and directors for the ensuing year resulted as follows:

President	B. H. Bramble
Vice-Presidents	Clifford Elvins
	L. R. Greene
	H. S. VanSeoyoc
	R. Cale
Treasurer	F. T. Stanford
Secretary	Miss F. E. Clotworthy
Directors	H. S. Beecher
	W. T. Gregory
	J. R. Kirkpatriek
	F. W. Hunt
	H. E. Mihell
	W. G. Steward

The election of Mr. Bramble to the presidency was a merited appreciation of his interest and work for the Association since its organization six years ago, he being one of the prime movers in its original organization and also one of those whose energy, enthusiasm and counsel has brought the Association to its present position of importance.

The interest and enthusiasm of the members has no doubt been greatly stimulated by the splendid success of this meeting, and the next year is expected to be the most successful in its history, from every standpoint. The membership is expected to pass the hundred mark very soon. The present list of membership concerns is as follows:—

Ames, Holden, McCready Ltd., Montreal
Atlantic Sugar Refineries, Ltd., Montreal
Auto File Sales Co., Toronto
Bank of Hamilton, Toronto
Battle Creek Toasted Corn Flakes Co., London
Bird & Sons, Ltd., Hamilton
Blue Bird Corporation Ltd., Brantford
Bovril, Ltd., Montreal
Brandram-Henderson, Ltd., Montreal
Brantford Roofing Co., Brantford
Canada Cement Co., Ltd., Montreal
Canada Life Assurance Co., Toronto
Canada Machinery Corp., Ltd., Galt
Canada Starch Co., Ltd., Montreal
Canadian Chewing Gum Co., Toronto
Canadian Consolidated Rubber Co., Ltd., Montreal
Canadian Fairbanks Morse Co., Ltd., Montreal
Canadian General Electric Co., Ltd., Toronto
Canadian Kodak Co., Ltd., Toronto
Canadian Salt Co., Windsor
Channell Chemical Co., Ltd., Toronto
Chase & Sanborn, Montreal
Chipman, Holton Knitting Co., Hamilton
Chiett, Peabody & Co. of Canada, Ltd., Montreal
Cowan Co., The, Ltd., Toronto
Champion Spark Plug Co., of Canada, Windsor
Dalley Corporation, F. F., Ltd., Hamilton
Davis & Son, S., Ltd., Montreal
Dominion Canners Ltd., Hamilton
Dominion Cartridge Co., Ltd., Montreal
Dominion Steel Products, Ltd., Brantford
Dougall Varnish Co., Ltd., Montreal
Dunlop Tire & Rubber Goods Co., Ltd., Toronto
T. H. Estabrooks Co., Ltd., St. John, N.B.
Ford Motor Car Co. of Canada, Ltd., Ford, Ont.
Fry, J. S. & Sons (Can.) Ltd., Montreal
Ganong Bros., Ltd., St. Stephen, N.B.
General Motors Ltd., Oshawa
Gillett Co., E. W. Ltd., Toronto
Gillette Safety Razor Co. of Canada, Ltd., Montreal
Goldie & McCulloch Co., Ltd., Galt
Goodyear Tire & Rubber Co. of Canada, Ltd., Toronto
Gossard Canadian H. W. Co., Ltd., Toronto
Grothe, L. O., Ltd., Montreal
Gunns Limited, Toronto
Gutta Percha & Rubber Ltd., Toronto
Hartt Boot & Shoe Co., Fredericton, N.B.
Hoover Suction Sweeper Co. of Canada, Ltd., Hamilton
Imperial Life Assurance Co., Toronto
Imperial Oil Co., Ltd., Toronto
Imperial Tobacco Co. of Canada, Ltd., Montreal
Imperial Varnish & Color Co. Ltd., Toronto
Lake of the Woods Milling Co., Ltd., Montreal
Lawrason Co., S. F., London

(*Continued on page 672*)

Subscribing to a *Premium*

Advertising space in Daily Newspapers is sold by the agate line nstead of by the square yard because of the inherent value of "reader interest" and "reader confidence" in the newspaper.

Daily newspapers which make their appeal for subscriptions and do secure their readers on merit only are accorded the greatest amount of "reader interest" and "reader confidence."

Just in that proportion are they valuable as advertising mediums.

Let the advertiser ask how circulation is secured. He is the one most interested.

Do the readers subscribe to the paper, or to a glass water pitcher?

Do you buy the reading matter in a cook book, or the reading matter in the newspaper?

Does the newspaper just steal surreptitously into the home under cover of the premium, or is it the deliberate choice of the subscriber?

Is it just tolerated because it had to be taken in order to get the premium, or does it find a welcome and permanent place as the family newspaper?

If the advertiser bought his advertising space ON THE PREMIUM instead of in the newspaper it would not matter. Premium circulation would be what he would be paying for.

No reader of The Globe ever had to be given a premium to induce him to take the paper. No circulation contest has ever been conducted. The Globe maintains its undisputed leadership of three generations solely on its merits as a newspaper and a leader in public thought. Its readers pay to it higher subscription rates than those of any other Toronto paper.

That is "quality" circulation, because it is the circulation which pays the advertiser best.

And the quality of The Globe's circulation is as striking as its quality. It is more than twice as large as that of any other Canadian morning paper which has not secured readers by premiums or circulation contests.

The Globe
TORONTO

COMPLIMENTS CANADIAN MEMBERSHIP

"Work of Bureau in Canada particularly gratifying," Directors report to annual meeting of Audit Bureau of Circulations. Membership, finances, management prove highly satisfactory to members. President Jones advises advertising.

EVERYTHING connected with the progress, conduct and management of the Audit Bureau of Circulations is so entirely satisfactory that there was really nothing of importance to discuss.

Here in a sentence is the substance of the annual meeting of the Audit Bureau of Circulations, held in Chicago on October 14th and 15th. Everything went so smoothly, every member in attendance seemed so completely satisfied with Audit Bureau affairs as conducted today, that the meeting proved little more than a formal gathering to carry out constitutional requirements.

The members separated in divisional meetings on the first afternoon, but no contentious topics developed and the only recommendations carried forward to the next day's meeting were the necessary nominations to the Board of Directors. The only changes were the election of W. W. Wheeler of the Pompeian Manufacturing Co., Cleveland, replacing George S. Fowler of Colgate & Co., from the advertisers' division, and Ernest I. Mitchell of Mitchell-Faust, Chicago, replacing Paul V. Troup from the advertising agencies' division.

The work and decisions of the Board of Directors were upheld and endorsed in every particular, while the progress and present conduct of the Bureau under the management of Stanley Clague were highly commended by the Chairmen of the different divisions in reporting to the general meeting.

The improvement in the service to members, the financial condition and the growth in membership were all especial causes for satisfaction. During the sixteen months since the last annual meeting, 1,111 audits had been released, all made at an average cost within the dues applicable. Audits, as well as publishers' statements, are now being released on an average basis of less than 15 days. The net gain in membership since last meeting is 215, bringing the total to 1518. The agency membership has been increased by more than 50%. The financial report showed a balance of receipts over expenditures of $87,580.27, which amount covers service owing to members as of August 31st last.

The Directors' report in full was as follows:

AT the last convention of the Audit Bureau of Circulations, held in Chicago, June 20th, 1919, it was determined that the annual meeting of the organization should hereafter be held on the Friday of the third week of October of each year.

Your Board, therefore, in this document reports the progress of the Bureau for the past sixteen months, instead of the customary twelve months.

In presenting the sixth annual report covering the activities of the Bureau for the fiscal year ending April 30th, 1920, and the subsequent four months, the Board feels gratified in reporting that during the intervening time since the membership last assembled in convention substantial advances have been made in every branch of the Bureau's activities.

At the last convention the Board presented for the approval of the membership what was in effect a revised constitution in the form of By-Laws and Rules and Regulations. With appropriate revisions and after very careful consideration, this fundamental document was accepted and unanimously adopted. These By-Laws and the Rules and Regulations with revisions to date are incorporated as a part of this report.

No Changes in By-Laws

The By-Laws adopted in June, 1919, have governed the standard practice of the Bureau and formed the unyielding part of your constitution which cannot be revised without action on your part in annual or special convention.

The Rules and Regulations which provide the flexible part of the constitution and give to your Board the opportunity for improvement in procedure which shall advance the welfare of the entire membership, have been jealously guarded. Only such changes have been adopted as we felt confident would meet with your hearty approval.

The Board, therefore, has no recommendation to make for the revision of the By-Laws. Later in this report, however, several suggestions will be presented for your consideration and decision.

Advertisers' Co-Operation

No feature of the work of the Bureau has been more gratifying than the increasing spirit of co-operation between the A. N. A. and the A. B. C. The executive officers of the two organizations have worked in closest harmony during the past year, and the Board takes this opportunity to extend its thanks to the President of A. N. A., Mr. J. C. McQuiston, to Mr. John Sullivan, Secretary, and to Mr. E. W. Simons, Chairman of the Circulation Committee of the A. N. A., who have in many conferences discussed problems affecting the welfare of advertisers and publishers.

In every conference the officers of the A. B. C. and the A. N. A. have been in entire accord, and your Board expresses the hope that this affiliation will not only be continued but strengthened during the coming year.

The same spirit of co-operation exists between the A. A. A. A. and the A. B. C. Through the influence of A. W. Erickson, Vice-President of the A. B. C., the advertising agents have so impressed the clients of the leading agencies of the country with the importance of relying upon A. B. C. reports in placing business, that over fourteen hundred national advertisers, both members and non-members of the A. B. C., have authorized the Bureau to state that their appropriations are based wholly on, or are largely influenced by A. B. C. statements.

The co-operation of the executive officers and members of the A. A. A. A. through which the Bureau has been enabled to increase its agency membership list 50% in the last sixty days, deserves the thanks of this convention and it is the hope of the Directors that a message of appreciation and fraternal greetings be sent to the officers and members of the A. A. A. A. who are holding their annual convention at this time and in this building.

New Rules and Their Results

During the year the Board of Directors has adopted several new rules worthy of notice in this report.

In making these new rules the Board kept constantly in mind not only the interests of the advertiser but also the interests of the publisher. No rule was put into effect without long and careful consideration and ample time given for preparation before it became effective.

Occupational Statistics in Business Publications—For several years there has been insistent demand that the answer to Paragraph 11 in the Business Publication form, showing occupational statistics, be made mandatory. It was pointed out that this change would not only be of service to the advertiser but eventually to the publisher who is endeavoring to make his publication really representative of the field it was designed to serve.

At the March meeting of the Board, therefore, it was decided that all statements for the period ending December 31st, 1920, should contain specific answers to this question. The Publishers immediately began preparation to collate figures which would serve this purpose. In spite of the expense involved there was a ready willingness to comply with the rule and although there was a provision for presenting reasons why exceptions should be allowed but few requests have been made for exception, only one of which was granted.

Population Statistics in Magazine and Farm Paper Forms—The same conditions obtained in regard to this information. The Bureau's rules had left it optional with publishers to supply statistics as to the territory in which publications were distributed.

Christmas Number Copy Should Be Early

THE holiday number of The Nor'-West Farmer, 1920, will be issued on Dec. 6th. Make-up will commence about Nov. 10th, and forms will be sent to press continuously until the last forms close on Nov. 25th. Position copy, however, must be received not later than Nov. 22nd in order to secure the desired location.

We wish to provide all our advertisers with satisfactory service in this number and hope that none may be disappointed for the reason that copy was received too late. Both advertisers, and agencies whose clients will use our columns, are reminded that the time for despatch of copy has almost arrived and we hope that it will reach us in time to be given our most careful attention.

The Annual Christmas Number of The Nor'-West Farmer is not considered as merely a revenue producing feature but is issued as a distinctive gift to our readers. We have found it eagerly welcomed and read in the homes to which it is mailed.

We can assure you that in every instance our best effort will be made in your behalf.

"Published to Promote Good Farming"

Ask any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

Member A.B.C.

WINNIPEG, CANADA

Toronto	Montreal	Eastern United States Office
J. B. RATHBONE	J. B. RATHBONE	WALLACE C. RICHARDSON, Inc.
95 King St. East	413 Transportation Bldg.	381 Fourth Ave., New York, N.Y.

Some complied with the request and others, because of the trouble involved, used the phrase "Actual figures not available," and the advertiser was obliged to guess as to the localities in which publications were distributed.

At the March meeting of the Board it was decided by unanimous vote that the furnishing of this information should become obligatory with the publishers' statements for the period ending December 31st, 1920, and publishers were notified to begin preparation for securing this information.

Not a single serious objection was entered by a publisher and beginning with the present half-yearly period this information will be available to advertisers in all cases.

Subscriptions in Arrears—Perhaps the most radical reform ever inaugurated by the Bureau was the decision at the March meeting of the Board to recognize as paid only such subscriptions as are not more than six months in arrears. This ruling effective as of July 1st, 1920.

The rule of the Bureau at that time was as follow: "A paid subscriber is one who has paid not less than 50% of the regular advertised subscription price and who is not more than one year in arrears." The ruling of the Post Office Department was, in effect, practically the same.

There has been a growing tendency in the advertising and publishing world to discourage delivery of publications to so-called "subscribers" who, after subscriptions had expired many months, had evidenced no desire to renew. The practice was regarded as wasteful, both from the publishing and advertising viewpoint, but it had been in existence so long that the Board gave very careful consideration and hesitated some time before putting any new ruling into effect.

At the March meeting of the Board it was decided to change the rule so that arrearages should be cut down to six months. There were many publishers and many advertisers and advertising agents who felt that the Board should have gone farther at that time, but the Directors were unanimous in their opinion that this was a very healthy beginning and in spite of pressure, sometimes unjust and unwise, have persistently maintained their attitude that this rule should have a chance to be thoroughly worked out before any further advances are made. They felt that they had gone far enough for the time being and that only through direct mandate from this convention would they assent to immediate further revision.

Property rights are involved in this matter and in view of the long continuance of the practice of allowing a subscriber very liberal time in which to make his renewal, and in view of other conditions which surround the publishing business at the present time, they felt that caution should be exercised.

The Board also had in mind that A. B. C. publishers, who voluntarily have accepted this new rule in regard to barring subscribers who are more than six months in arrears, were placing themselves in the position of unfair competition with publications outside the membership of the Bureau, who would be allowed by the Post Office Department to carry subscriptions up to one year; so that, even as the rule now stands, certain publications will be in competition with others whose circulations would not only not withstand the searching scrutiny of A. B. C. investigation, but would also be enabled to carry these non-paying subscribers for the additional six months.

The Bureau, through its Managing Director, has appealed to the Postmaster General and the officials under him—also to the Post Office Committee in the House and Senate, as well as to prominent Senators and Representatives—in an endeavor to get the Post Office to change its rule in order that A. B. C. members would not be subject to this unfair competition, but so far these efforts have failed, and there is very little hope for action by the Government in the immediate future.

It is to the credit of the publisher members of the A. B. C. that they willingly accept this handicap, and particularly is it to the credit of the Canadian publishers who, with very few exceptions, not only eagerly accepted the rule as being in their interests, but urged the Bureau to go further in this direction, in spite of their Governmental regulations which are more lax than those of the United States.

It is this feature of the new restriction on arrears that the Board of Directors desires to emphasize with advertisers and advertising agents and it urges them to take this into consideration when considering A. B. C. publications as against non-A. B. C. publications.

Representation on Board of Directors

Perhaps the most encouraging trend of opinion regarding the work of the Bureau on the part of publisher members, has been the expression of desire from various classes of members and from various sectional bodies of members to secure direct representation on the Board of Directors.

Various groups of publishers have felt that they individually should have representation on the Board and the Board views with pride this desire on the part of these sectional organizations for individual representation, because it evidences the growing recognition of the work of the Bureau and the responsibility of its government.

Nevertheless, the Board passes this matter along to the convention at this time for its consideration, if it so desires but the Board desires to call particular attention in the consideration of this subject, to the fundamental principle on which the Bureau is based, in regard to representation on the Board of Directors.

It was regarded by the founders of the Bureau as being a rule which should be inviolate, that the Board should have in its personnel a majority of advertisers.

But, as a matter of fact, in a meeting of the Board of Directors, a stranger would find it impossible to determine to which class an individual Director belonged. Every member of the Board uses his responsibilities and duties in the broadest possible manner, and the discussions and the rules made are in the interests of all and not in the interests of any individual section or class. The wonderful spirit characterizing the meetings of the Board has demonstrated the wisdom of the founders of the Bureau, and any changes that are made should be made with extreme caution.

As a matter of fact, the only way in which additions can be made to the Board would be by proportional additions to the advertisers' membership on the Board. At the present time there are two agency members, two newspaper publisher members, two magazine publisher members, two farm paper publisher members and two business publication members, making ten in all. It is necessary, therefore, to have eleven advertiser members. In the various publication divisions there is no sectional consideration. A member may be elected from the South, or the West, or from Canada, at the choice and discretion of the individual publication division, whose wishes are regarded almost as law in the convention when the election of Directors occurs.

It is hoped that this broad, intersectional, international character of the Bureau's work will be perpetuated and that no sectional divisions occur in making up the membership of the Board of Directors. The matter, however, is left to the convention for full consideration and decision.

Membership

It has been the hope for several months that at this convention we would be able to announce that the membership list had reached the 1500 mark. At the time of writing this report this number has been exceeded, the total membership now being 1518.

For the year ending June 17th, 1919, the membership numbered 1303, as against 1270 for the previous year. The gain in membership from June, 1918, to June, 1919, was 33. The net gain for the sixteen months' period since June, 1919, is 215. This splendid net gain was made in spite of the fact that there have been 12 members dropped from membership; 17 consolidations; 3 publications discontinued; 7 resignations; 1 application withdrawn; 15 applications rejected—a total of 55.

The net gain of 215 members in the past sixteen months, therefore, is particularly gratifying.

It is fitting to note here the substantial increase in Canadian membership.

The work of the Bureau has been particularly gratifying in the Dominion, and it is hoped that during the coming year even more substantial progress will be made.

In the Canadian Newspaper division, over 90% of all papers with circulations of over 3,000 are members of the Bureau. An almost equally favorable showing is made in the Canadian Magazine and Farm Paper Divisions. Substantial progress is being made in the Canadian Trade Paper division.

In September the Board of Directors, in compliment to the Canadian membership, held its regular monthly meeting in Toronto and met with the Canadian Advisory Committee to discuss the problems which more intimately affect our Canadian membership.

It is proposed that other meetings of the Board will be held at some central point in Canada in the future.

Audits

We have released during the sixteen months which this report covers, 1,111 audits, 1,071 for the twelve months ending April 30th, 1920, and 370 for the four months ending August 31st, 1920.

We have made audits of all divisions of publisher members at an average cost within the dues applicable.

(*Continued on page 674*)

Canada's Premier Newspaper

The Gazette is the oldest established newspaper in Canada.

It has maintained its position as the premier newspaper by consistently giving its readers a news and editorial service excelled by none. As a result of such service The Gazette holds the confidence and esteem of its readers as does no other newspaper.

Therein lies the secret of The Gazette's success as *the most profitable advertising medium in the East.*

The readers of The Gazette are now paying

5c. per Copy $12.00 per Year

for what is freely conceded to be the best newspaper service in the Dominion of Canada.

The Gazette has lead the way. Most daily newspapers are charging the heavy extra cost of publication, due to the enormous increase in the cost of newsprint and labor, to the advertiser. The Gazette believes that this extra cost should be equitably divided between the reader and the advertiser—instead of either bearing it alone.

The make-up of the pages of The Gazette permits of 50% reading matter and 50% advertising space. This gives a proper balance to the paper and eliminates what so frequently happens—news crowded out by advertising. *Crowded advertisements are not effective.*

IT WILL PAY TO COMPARE MEDIUMS.

The fact that readers pay 5c. per copy for The Gazette at once assures the advertiser that the paper is purchased to be read, and the people who pay 5c. for their newspaper are the best buying public.

THE GAZETTE INFLUENCES THE MIND AND MONEY OF ITS READERS TO AN UNUSUAL DEGREE.

The Gazette

MONTREAL

MEMBER OF AUDIT BUREAU OF CIRCULATIONS

Branch Offices:

OTTAWA
John Bassett,
28 Central Chambers

TORONTO
W. T. Martin,
123 Bay Street

LONDON, England
T. R. Clougher,
Royal Colonial Chambers,
18, 19 20 Craven St., W.C.

NEW YORK
Gilman, Nicoll & Ruthman
World Building

CHICAGO
Gilman, Nicoll & Ruthman
Tribune Building

CANADA'S BEST NEWSPAPER

Proofsheet No. 10

Settle your ventilation problems once for all!
ILG EXHAUST FAN
THE ideal method for cooling and ventilating hot, humid rooms is to induce a steady flow of cool, fresh, outside air to enter them. This can only be accomplished by first extracting the objectionable air from the rooms.
ILG AIR COOLED MOTOR FANS
ILG FANS are especially adapted for Business Offices, Churches, Theatres, Assembly Halls, Hotel Dining Rooms, Kitchens, Restaurants, Grill Rooms, Private Residences, Laundries, etc.
Finished in enamel to harmonize with surrounding decorations.
are specially designed for this particular service and are manufactured and distributed in Canada only by Sheldons, Limited.
An ILG FAN requires no attention after installation. The motor cannot get clogged with dust or become overheated because it is enclosed, and ventilates itself by a method found in no other fan you can buy.
Installation is very simple as the picture suggests. These standard exhaust fans may be equipped with automatic shutters to protect fan when not running and to keep out wind, rain and cold. Fans can be supplied without delay for immediate installation.
Write us for full particulars and quotations on any size desired from 12 to 72 inch diameter.
SHELDONS LIMITED, Galt, Ont., Canada
Systems for Heating, Ventilating and Cooling

Reduced from large size

No "Fanning the Air" Here

In appealing to consumers of London and Western Ontario to "settle your ventilation problems once for all" the Sheldon people of Galt, Ont., "settled the advertising problem once for all" as far as this field is concerned by confining their selling effort through newspapers to the exclusive use-in London-of

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

From fans to fire places, motors to marmalade, the London Free Press has proved up for national advertisers and others as "Western Ontario's Foremost Newspaper."

The London Free Press

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - -	221 St. James St.
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J Randall - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2, London

GETTING ADVERTISING ON THE ONE-PRICE BASIS

Rate cutting and direct commissions should be eliminated. What the American Association of Advertising Agencies is doing to eliminate undesirable practices. From an address before the Newspaper Representatives Association of Chicago.

By Collin Armstrong
National Chairman Newspaper Committee A.A. of A.A.

WHAT we are trying to do—and we feel that we have just begun work in the last ten months—is to standardize newspaper advertising methods and practices that they may be uniform along ethical and business-like lines, to the end that newspaper advertising may be simplified and made more profitable to all concerned. We started with the conviction that the most important step to take first was to try to establish the one-price principle in newspaper advertising. Precedent was with us. There is the success of the great department stores all over the country, the policy of the common carriers and of public utility corporations, and of many private and corporate industries and mercantile concerns, and in our own line the precedent of all the standard periodicals. Indeed, in the newspaper field there is only one price to the daily purchaser and to the subscriber. Why not apply the same tried principle to newspaper advertising.

Coincident with the appointment of this committee and the receipt of mandates from those higher up in our association, an influential special representative in New York and the publisher of one of the larger morning papers of that city showed us where to begin our undertaking. A southern manufacturing concern that for years has bought the space of newspapers in the South on its own terms sought to extend that practice in many of the Northern States. Both the special and the publisher had declined the contracts, and were told that gross rates would not be considered until the advertiser was satisfied that he could not get the circulation he wanted on his own terms, namely, agency net rates.

These facts were promptly communicated to all of the New York newspapers and to all members of The Six Point League with the result that not one of the New York newspapers has yet carried a line of this advertising, and many special representatives declined to take it at less than gross card rates. We have no means of checking up the complete results of this and subsequent efforts to convince publishers of the desirability of sticking to their rate cards in this case, but we do know that in many cases the fact that we were taking cognizance of the situation elicited a great amount of evidence from publishers that they did not propose to permit this advertiser to dictate rates to them.

The establishment of the one-price principle in national advertising means to the publisher a clear conscience because he is dealing fairly and justly with all his advertising patrons and the satisfaction that he is getting 100 cents on the dollar for all the space he sells instead of 85 cents, or less, for a part of it.

And to show you how small a part that is, let me cite one case that may be typical of many. A publisher whom many of you know well, writes me that a factor in inducing him to adopt the one-price principle was an analysis of his last year's national advertising. He found that out of a total of $350,000 barely $50,000 came to him direct, and the portion of that $50,000 on which he was allowing agency net rates was a little less than $10,000. He figured that he would be happier and sleep more peacefully if he lost 3 per cent of his national advertising than if he discriminated in favor of a few patrons giving him that comparatively paltry amount of business.

Now, I want it distinctly understood that the agency attitude toward this question is not that of hoping to secure some or most of this direct, favored business. The great bulk of it is of a character that many agents do not care to handle. What they do feel is that their clients seeking to sell meritorious articles or commodities, many of them necessaries of life, should not be discriminated against in favor of a few competitors, and of a long list of manufacturers of proprietary concoctions styled medicines, some of which are a delusion rather than a benefit to suffering humanity.

Development *vs.* Exploitation

The advertising agency worthy of the name devotes its entire energies, the best that is in it, to creating and developing advertising. Does the direct advertiser? He is an economist whose horizon is limited to the dimension of his till. The best answer to a direct advertiser seeking agency net rates that I know of was written by an Iowa publisher who said:

"We can't give you an agency commission until you organize a force of men who will go out and do missionary work for us and other papers, making advertisers out of people who have never advertised before and making bigger advertisers out of those who have only advertised on a small scale."

These are the functions of an advertising agency and they cannot be successfully fulfilled unless the advertising is made profitable to the advertiser, the fount from which all our blessings flow. The differential was created to secure and stimulate just that kind of advertising sales service for newspapers and other publications; not to help advertisers to defray the expense of an advertising department, for that is the reason upon which most direct advertisers base their claim for agency net rates. If the data could be compiled, I believe it would be found that national advertisers who employ agencies spend more money per dollar of their sales on their advertising departments than direct advertisers.

What Agencies Want

What the genuine agency wants to see brought about is a dignifying of his compensation by limiting it solely to agencies that are qualified and equipped to actually earn it and are honest enough to keep it, and not used by publishers as a factor in trading with advertisers or dangled as a bait before the unfit, inexperienced and unscrupulous self-elected agency.

We want a universally accepted standard by which agencies shall be

measured by both publishers and advertisers with compensation from publishers limited absolutely to those who measure up to the standard. An important step toward the attainment of this condition is the establishment of the one-price principle.

This is one reason why we are in favor of it. Another is justice to our clients. They naturally want to buy the space they use at as low a figure as anyone else. We want to be able to assure them that they are getting the lowest price anyone can get. To that end we are giving to our members as rapidly as we can secure the information, the names of newspapers that have adopted the one-price policy, some of them without qualification, others to the extent that they will not give concessions to any advertiser not now on their books and that they will withdraw concessions from those as speedily as they can. They say in substance that they want the proverbial cherry, but for various reasons are constrained to make two bites of it.

Advertisers Interested

Why isn't an advertiser as much entitled to know the ethics and business policy of a newspaper as he is to know its circulation? It is the prevailing practice with agencies nowadays, in discussing newspapers with a client to call attention to the fact that the circulation of a paper and the character of it has been audited by the Audit Bureau of Circulations and that similar information is not obtainable regarding a competing paper.

No one wants to buy the unknown. Hence the odds are in favor of the one that lays all the cards on the table. Some agencies make the rate cards of the A.B.C. audited papers easily discernible by stamping them conspicuously before filing them, so that the clerical force can distinguish them readily. As the information that publishers are giving to agencies through this committee is considered fully as important as verified facts regarding circulation, it has been suggested that the price policy of each paper also be strikingly indicated on rate cards. All of this information helps the advertiser and the agency to proceed intelligently in selecting mediums.

There are now approximately 350 newspapers on the lists that publishers have enabled us to compile, and now that the purposes and practical benefits of the movement are constantly becoming better understood, we are confident that the number will be doubled in the near future. We believe the time is not far distant when it will be decidedly unfashionable for a newspaper to allow agency net rates or other concessions to direct advertisers, and you know that no one wants to be out of fashion. Moreover, I am hopeful that the advantages that will accrue to newspapers that adopt the one-price-to-all principle will be so patent that no publisher can afford to pursue a different policy.

As many of you know, we have had some experience during the last year with new direct advertisers, in addition to the one that I have already mentioned, and in the most conspicuous case publishers and representatives agree that we were helpful in limiting the aggressions of the advertiser. In fact, our joint efforts were so prompt and thorough that we do not know of a single newspaper that is executing the contracts of this advertiser on his own terms. If there are any, they are exceedingly unimportant ones.

We met with nearly equal success with what may be described as an *un*camouflaged "house" agency, which, like the advertiser just spoken of, was located here in the Middle West. The last advices we received regarding that concern were that it will give up the job of trying to be an advertiser's agency, admitting that it was organized solely to handle the one account and that it never expected to apply for A. N. P. A. recognition. I speak of these cases because they prove that when publishers, specials and agencies work together on a proposition they believe to be for the best and most profitable interests of the business, we can succeed.

Camouflaged Agencies

This encourages us to approach with a good deal of confidence the task of eliminating camouflaged "house" agencies. We have been importuned by many publishers and specials to join them in doing so, but there is a limitation to our time and exertions; moreover, our co-laborers have agreed with us that it is wisest to take only one important step at a time. However, now that the one-price campaign is steadily progressing toward success, we may agree with our fellow-workers to give attention to the class of agencies described at the same time we endeavor to minimize, if not entirely eradicate, the free publicity evil.

I must improve this opportunity to tell you why we are interested in the suppression of "house" agencies and also in the recognition of new agencies. The American Association of Advertising Agencies does not desire to impede in the slightest degree the organization and development of real advertising agencies. If we or any one of us cannot withstand legitimate competition, the fault is with the agency. But what we do deprecate is being placed in competition with agencies that are a subterfuge for rate cutting and which, by their lack of ability and equipment, destroy rather than create and foster newspaper advertising. That is the reason we welcomed the decision of the Recognition Committee of the New York Publishers' Association to devise a method of curtailing the activities of rate-cutting agencies.

The Rebate Evil

Anyone familiar with agency operations knows that an agency organized and equipped to give complete and helpful service to advertisers and publishers cannot, on the present basis of costs, secure a profit for itself of much over 3 per cent on its volume of business. Trustworthy figures have been compiled, showing that some agencies did not clear that much last year, and it was the exception for an agency to make earnings much in excess of the percentage stated. Now how can an agency that rebates a third, to say nothing of a half, of its commissions to its clients render a service that will be beneficial to the advertiser or to publications? We all believe, and some of us possibly know, that there are many agencies that do a purely brokerage business, which means that they are cutting the rates of publishers.

It is going to take a good deal of time to bring about something approaching ideal conditions in newspaper advertising, but now that the publishers and their representatives are thoroughly awake to the desirability of improving conditions and one hundred and thirty-five of the leading agencies of the country are bound together by fraternal as well as business ties, and ready and willing to do their share of the work, I sincerely believe that we will succeed in placing newspaper advertising upon a higher, more dignified and more profitable basis that will make each and every one of us proud of the fact that we are integral parts of this tremendous economic, civic and moral force.

* * *

W. R. Herbert has been appointed general sales manager of the British American Paint Co., Ltd., Victoria, B.C.

* * *

Thos. H. Price has been appointed Eastern Ontario Sales Manager for the Auto File Sales Co. of Toronto, and will have charge of the Ottawa office. He was formerly sales manager of the Ottawa Paint Works.

You Get Value for Money When You Advertise in

The Toronto Star

(*Daily and Weekly*)

ADVERTISING the advertising value of a newspaper is difficult, because it deals with an abstract thing.

One tendency is to make comparisons in lineage and circulation which apparently puts competing papers in an unfair light. The publishers of The Toronto Star do not wish to do this, **and do not have to do it,** in order to establish their own case.

No general advertiser can hope to cover fully, either the City of Toronto or the territory within a hundred miles' radius of Toronto, by using only The Toronto Star. Equally so, he cannot hope to cover this territory without using The Toronto Star—Daily and Weekly.

The Toronto Star is a great powerful advertising medium. It sells more copies than any other paper in its territory; and its Weekly Edition is the finest weekly paper in Canada, both as to quantity and quality of editorial contents.

If it were not so, it would never have achieved 107,000 circulation at 10c. per copy.

95,000 A.B.C. Daily

107,000 Star Weekly
(Sunday Edition)

Rate 17c. per line
5,000 lines

34c. in Rotogravure Weekly

Another point is, that in handling makeup, great care is given to "position" of advertisements for national advertisers. Copy is not **"buried"** under the avalanche of local advertisements.

In other words, you get full value for your money when you advertise in THE TORONTO STAR.

See to it that your agent has included The Toronto Star (Daily and Weekly) in your estimates.

CHAS. H. EDDY CO., United States Representatives

Fifth Ave. Building	Old South Building	People's Gas Building
New York	Boston	Chicago

KIRKWOOD'S LETTER FROM LONDON

Book publishers' selling problem, a suggestion. Textile advertising in Great Britain. The printers' strike. Over-worked executives. England changing. Comment of current interest from Marketing's British Correspondent.

JOHN C. KIRKWOOD

THE prohibitive costs of printing are giving British publishers of books an anxious time. John Murray, London publisher, has said that every week he is refusing manuscripts which in pre-war circumstances he would have brought out. Many of these manuscripts have educational and historical value, and inability to publish them represents a real loss to literature. He stated further that he had on his list forty books requiring reprinting, but whose reprinting at present prices could not be considered.

Some British publishers are considering having their books printed in Holland, and Dutch printers are canvassing British publishers on this class of business.

Some books,—novels by popular authors—are safe hits, but books by unknown writers are not being considered. It is all hard on those persons who depend on their pens for a livelihood. Books of the type of Mrs. Asquith's Autobiography are good sellers, and publishers are eager to get such books by eminent persons. It is said that the Hon. Arthur Balfour was approached by one firm, and offered a sum approximating $50,000 for what he might write, but that he refused to accede to the proposal.

The serial and syndicated publication of the memoirs of distinguished living writers provides a revenue which goes to liquidate the costs of book publishing—may, perhaps, wipe them out entirely, leaving the revenue from sale pure velvet.

BOOKS AS ADVERTISING MEDIA

I am wondering why, in the circumstances, publishers do not accept advertising for some of their books. It used to be quite common for a publisher to include in his books lists of his other publications; and, speaking for myself, I never objected to this addition. Why should not other than publishers' advertising appear in books?

Books, especially novels, approximate to a single general size; so that an electro of an advertisement could be used in many books. If a publisher were to advise advertisers and advertising agencies of his lists of titles and quantities, and quote rates for each edition, and for combinations of editions, he probably could attract a fair volume of advertising; and he could require the advertising to conform to certain requirements as to display, so that they would not be offensive in this respect, having regard to the class of medium. The revenue thus obtained might enable the publisher to do some publishing which otherwise might be impossible for financial reasons.

I grant that the proposition is one that presents difficulties; at the same time the general idea of including advertisements in books rouses in me no antagonism.

Daily Mail
THE GREATEST BOON
TO THE COUNTRY DWELLER
SINCE THE MOTOR-CAR
At small expense you can now have your country home as brilliantly lighted as any town house, and at the same time largely solve the servant problem.
IMMEDIATE £154 DELIVERY
Ialley light
AND POWER PLANT
23 x 27 x 14
GRAVE SITUATION IN INDUSTRY
CHAMBERLAIN'S FRENZIED FINANCE
STOPS ALL INITIATIVE AND DEVELOPMENT
Great Danger of Extensive Unemployment
Government
Flannel
ments your immediate investigation
FINAL CLEARANCE

Front page advertisements in the Daily Mail cost $5,000 an insertion. Three current advertisements of interest are reproduced, including one of the "Government Flannel" campaign

TEXTILE ADVERTISING

More than once, in my letters from Fleet St., have I referred to British textile advertising—to the number of firms advertising a branded textile fabric—handkerchief, blouse or dress material, table linen, lingerie material. Latterly, this advertising has been notably added to by Horrockses' trading in the name of The Amalgamated Cotton Mills Trust Ltd. I am sending you examples of their advertising which is distinctive and superior. They are putting real atmosphere into their advertising.

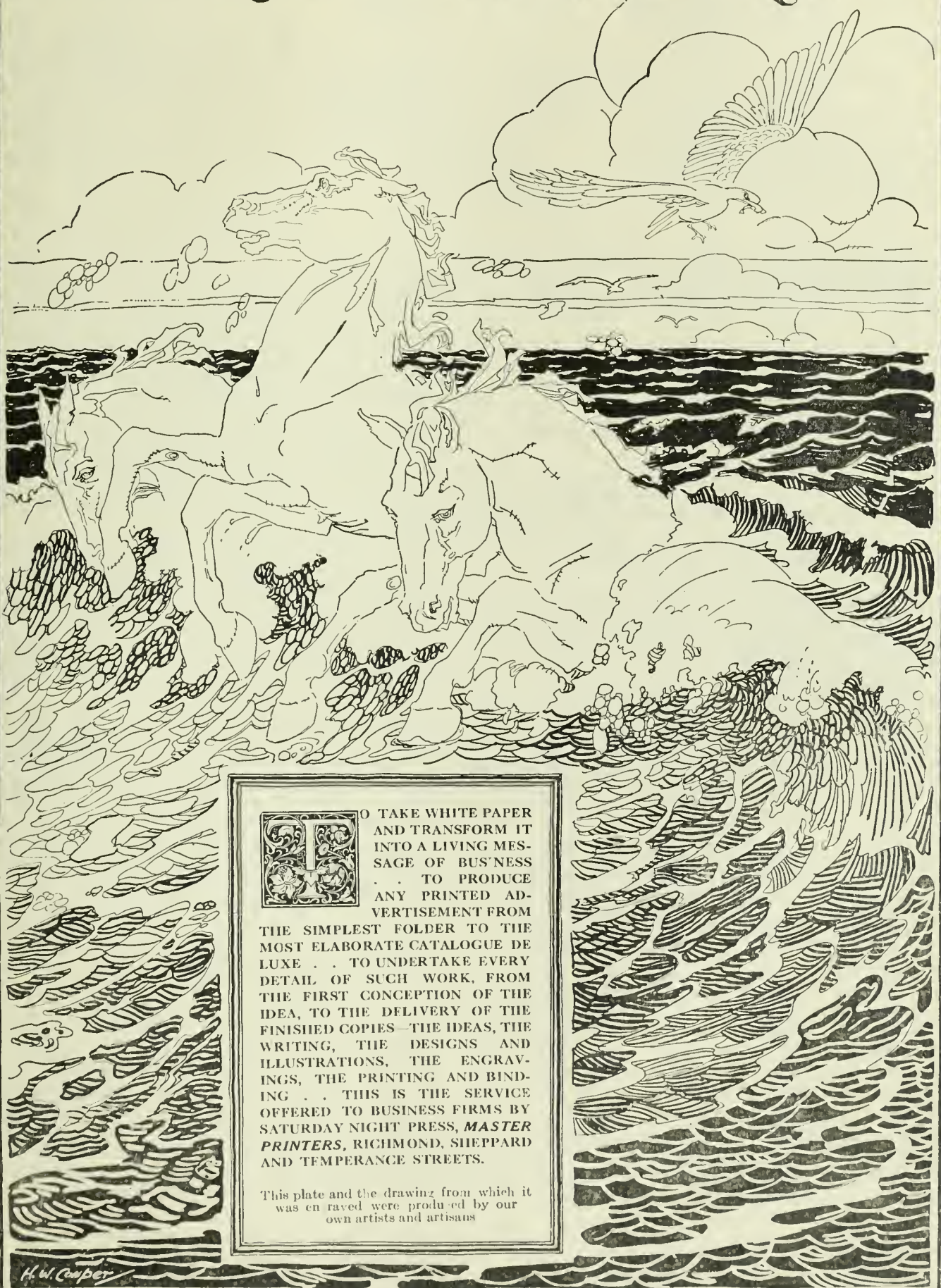
Another advertisement sent is that of the Cotella Shirt Co., who are distributing Government flannel. The British Government held a stupendous yardage of flannel in several qualities and colours, and recently disposed of its holdings to a single purchaser. The sum involved, if my memory serves me rightly, was £2,000,000.

Following upon previous successful history, newspapers are being extensively employed, with big space insertions, to have this flannel absorbed by the public quickly. The big drapers are co-operating as retail distributors and by special advertising, to dispose of the millions of yards of this fabric.

The original purchaser prepared a booklet "The Suggestion Book of Uses," for distribution to consumer buyers of this flannel. This booklet tells how to make flannel into nu-

(*Continued on page 664*)

SATURDAY NIGHT PRESS



TO TAKE WHITE PAPER AND TRANSFORM IT INTO A LIVING MESSAGE OF BUSINESS . . TO PRODUCE ANY PRINTED ADVERTISEMENT FROM THE SIMPLEST FOLDER TO THE MOST ELABORATE CATALOGUE DE LUXE . . TO UNDERTAKE EVERY DETAIL OF SUCH WORK, FROM THE FIRST CONCEPTION OF THE IDEA, TO THE DELIVERY OF THE FINISHED COPIES—THE IDEAS, THE WRITING, THE DESIGNS AND ILLUSTRATIONS, THE ENGRAVINGS, THE PRINTING AND BINDING . . THIS IS THE SERVICE OFFERED TO BUSINESS FIRMS BY SATURDAY NIGHT PRESS, ***MASTER PRINTERS,*** RICHMOND, SHEPPARD AND TEMPERANCE STREETS.

This plate and the drawing from which it was engraved were produced by our own artists and artisans

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance Single copies 20 cents.
ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XIV, No. 15 NOVEMBER 1st, 1920

Sweetening The Papers

Our sympathies were with the sugar refiners in their predicament. They were subject to a great deal of careless newspaper comment calculated to inflame the public and prejudice its mind against the sugar interests.

There was much that might have been said in favor of the sugar speculators. So we felt like protesting to the papers about their unfairness — until we heard of the telegram sent, apparently to nearly every daily newspaper in Canada, by a Montreal advertising agency, reading about as follows:

> "Will be sending you for publication Tuesday four-column display advertisement on sugar situation. Would appreciate your withholding comment as far as possible on Commerce Board's order until facts contained in this advertisement are before you."

If the case of the sugar refiners as presented in the advertisement referred to ever had any chance of influencing either editorial or public opinion, that chance was destroyed by the sending of such a tactless telegram. It is inconceivable that any group of publicity "experts" would make such a blunder.

Under the circumstances, the expense of telegraphing the advertisement itself was not prohibitive if it was desired to place facts before editors and public which it was believed would forestall unfair criticism. Instead, the crudest sort of political trickery was resorted to in a barefaced attempt to bribe the publishers, with the promise of a half-page advertisement. Is it any wonder that it stirred the resentment of so many publishers? It was taken in many quarters as an attempt to check adverse comment for a few days until the Cabinet had decided the question when any newspaper comment would very largely have been ineffective. But the telegram itself was given wide publicity by the opposition leader and like all such attempts at moulding editorial opinion are bound to do, only operated as a boomerang.

Here is certainly a case of advertising bringing results—but unfortunately not the results desired by the advertiser, who was entitled to better judgment from his advertising advisers. Advertising agents do not appear at their best when trying to use advertising for other than strictly legitimate purposes, or by other than open door policies.

♣ ♣ ♣

The Goblins Get 'Em.

The A.B.C. having settled the question of quantity of circulation with respect to most publications of importance, we hear quality stressed more and more. Some advertisers, and publishers also, are in danger of becoming unbalanced in their judgment of circulation values by the lengths to which they go in trying to prove that this and that kind of circulation is no good.

Lately there has been a great deal of talk about arrears, as a waste of good paper and a fraud upon the advertiser. The A.B.C. is urged to stamp all circulation in arrears as illegitimate and wasteful and has, rightly we think, refused to go to this length.

We incline to the view that the twenty or thirty per cent. of a publication's circulation which may be going to old subscribers whose renewal is not paid promptly, and therefore classed as "in arrears," is just as valuable to the advertiser as the twenty or thirty per cent. of new circulation, put on perhaps by forcing methods, to take the place of discontinued subscriptions.

This matter of arrears has led to abuses, no doubt. Persons no longer interested in a publication have received it for months and years after they have lost interest in it, perhaps in many thousands of cases. But this is no reason for regarding all arrears as a fraud or "waste circulation." New circulation *can be* just as wasteful, and reach just as many uninterested persons. All kinds of circulation can be good, just as all kinds of circulation can be next to worthless, and all methods of getting circulation can be good, just as any method can be bad. A good thing can be overdone.

So this current criticism of circulation methods and circulation quality can be overdone, and easily lead to unwarranted conclusions. Circulation "evils" are proving a "goblin" to some, to the detriment of many thoroughly worthy publications. The interest in and analysis of circulation methods by so many advertising buyers will have a wholesome effect, if not carried to extremes. Editorial merit and amount per subscription netted by the publisher will usually prove the best criterion of circulation value, despite any percentage of arrears, or any method of getting new subscribers.

Some advertisers are damning the quality of the circulation of audited publications, yet continue to advertise in publications the quantity of whose circulation is still unknown to them. They might well show more concern as to how much circulation they are getting in such publications before picking flaws in *known* circulations.

Hamilton's Morning Paper

The Hamilton (Ont.) *Times* will shortly cease publication as an evening paper and will appear, instead, as a morning paper, the Canadian Press, Ltd., having granted a morning news franchise on this understanding. The change will be effective November 1st.

All three Hamilton evening papers had entered applications for morning franchises, but the *Herald* and *Spectator* withdrew their applications on *The Times* undertaking to abandon the evening field.

The Times has already announced a 2c. per copy price, with subscription rates increased accordingly. Nelson Wilkinson, formerly editor of *The Toronto World*, has been appointed managing editor of *The Times*.

❦ ❦ ❦

Canadian Farm, recently acquired by H. Gagnier Ltd., will become "*The Canadian Farmer*," commencing with the first issue for November. At the same time the size will be changed to standard four columns by 175 lines (700 lines) page, and it will be turned out on flat-bed presses in the *Saturday Night* plant, insuring a much higher class of make-up and press-work.

An Introduction
The "Old Huron & Erie" has pleasure in introducing
Will U Save
From his cheerful countenance and convincing attitude you may assume that he firmly believes—"It pays to Save!"
His mission in these columns will be the encouragement of thrifty habits and the steady, systematic accumulation of money
He aims to create a host of enthusiastic friends who by thoughtful, purposeful saving will place themselves in comfortable circumstances, and eventually attain to the proud position of financial independence.
3½% ON SAVINGS
The Huron & Erie
MORTGAGE CORPORATION
"Older than the Dominion of Canada"
Richmond Street . . . . C. J. Clarke, Manager
Market Square . . . . Walter T. Westby, Manager.
Dundas Street (opposite Rectory St.) A. H. Whitlow, Manager.
T. G. MEREDITH, K.C. President
HUME CRONYN, General Manager.
Assets over Twenty Million Dollars.

First of a series of newspaper advertisements featuring a new advertising character, "Will U. Save," run by the Huron and Erie Mortgage Corporation of which G. L. Spry is advertising manager. This introductory advertisement explains the purpose of the series, which is an interesting attempt to inject human interest and "personality" into financial advertising. A similar "B. Thrifty" series appearing recently in the U.S. created a great deal of interest.

Chase & Sanborn Co. Ltd. of Montreal is placing on the market a brand of package tea, under the name "Seal Brand Black Tea."

❦ ❦ ❦

The advertising of the Climax Baler Co. of Hamilton has been placed in the hands of the Hamilton Advertisers' Agency.

❦ ❦ ❦

The Canadian Red Cross Society, on behalf of the Imperial War Relief Fund, will conduct a national appeal for funds during Armistice Week, November 8th to 13th. Extensive advertising will be done through J. J. Gibbons, Ltd.

❦ ❦ ❦

It is reported that considerable advertising will be done on behalf of the British Industries Fair, being organized by the British Department of Overseas Trade on behalf of the British Board of Trade. The fair is to be held simultaneously in London, and Birmingham, England and Glasgow, Scotland, beginning February 21st, 1921, each fair representing specified groups of industries. The advertising will be placed by A. McKim, Ltd., Montreal.

VOLUME ADVERTISING CANADIAN MAGAZINES, for JULY-AUG.-SEPT.-1920

(By principle classifications. Exclusive of publisher's own advertising. Figures compiled by MARKETING)

Publication	No. of Issues	Agate Lines to Page	Autos, Accessories and Supplies.	Foods, Confections, and Beverages.	Household Supplies.	Household Equipment	Music and Instruments.	Toilet Specialties.	Wearing Apparel.	Financial, Insurance, Government, etc.	Proprietary Remedies.	Not otherwise Classified.	Total Agate Lines Advertising.
Maclean's	6	700	24,900	22,084	6,013	17,048	4,780	20,597	13,407	4,480	2,836	33,818	149,963
Canadian Home Journal	3	800	6,278	16,352	6,163	4,006	3,000	17,555	8,061	168	3,178	10,599	75,360
Western Home Monthly	3	720	3,719	12,701	3,149	3,997	5,473	4,421	6,101	3,682	3,598	13,743	60,584
Everywoman's World	3	800	2,819	9,563	3,785	5,728	3,800	16,014	7,392	216	4,563	7,120	61,494
Canadian Courier	6	728	9,696	7,528	4,089	1,893	1,582	6,758	4,658	783	1,512	13,156	51,655
Canadian Magazine	3	224	3,621	7,344	2,036	3,042	1,344	1,988	4,032	3,360	3,413	13,079	43,259
World Wide	13	636	2,735	1,516	——	440	——	1,224	3,712	4,410	672	8,409	23,118

VOLUME ADVERTISING CANADIAN FARM PAPERS, for JULY-AUG.-SEPT.-1920

(By principle classifications. Exclusive of Publisher's own advertising. Figures compiled by MARKETING).

Publication	No. of Issues.	Autos, Tractors, Accessories, Supplies.	Dairy Equipment and Supplies.	Farm Implements and Machinery.	Farm Equipment.	Seeds and Supplies.	Household and Personal Supplies.	Stock Foods and Remedies.	Trapping, Raw Furs and Ammunition.	Banks, Insurance and Government.	Classified.	Not Otherwise Classed.	Comparative Totals Com'l Advertising.	Live Stock Advertising.	Proprietary Remedies.	Total Agate Lines Advertising.
Gr. Growers Guide	13	31,232	4,487	15,773	19,005	2,784	42,272	1,269	2,982	16,217	9,923	33,751	179,695	13,197	1,770	194,662
Farmers Advocate (London)	14	28,545	7,129	14,307	24,765	8,858	32,124	8,219	1,761	7,268	760	16,936	150,672	26,777	112	177,561
Farmers Advocate (Winnipeg)	13	25,757	5,568	13,541	15,107	5,780	37,572	3,109	1,621	9,637	1,726	33,363	152,781	10,608	1,440	164,829
Nor'West Farmer	6	33,626	4,205	14,056	15,427	5,420	33,458	1,348	1,218	13,679	4,189	20,712	147,338	12,798	998	161,134
Can. Countryman	13	31,283	4,319	10,529	15,735	11,247	27,299	3,194	1,237	4,441	417	15,567	125,268	9,329	1,076	135,673
Farmers Magazine	6	22,065	2,198	8,308	14,648	4,935	23,008	916	100	2,289	397	10,109	88,964	16,606	167	105,737
Canadian Farm	26	13,022	2,964	4,919	6,823	3,396	22,751	2,572	66	2,741	45	21,395	80,694	15,798	5,732	102,224
Farm & Ranch Rev.	6	22,719	3,178	6,487	11,563	1,816	22,785	1,126	854	5,910	1,143	16,447	94,028	6,576	1,516	102,120
Farm & Dairy	13	12,429	5,739	7,727	7,030	2,140	11,091	4,479	217	7,120	791	14,940	73,703	14,238	720	88,661
Maritime Farmer	6	12,005	1,522	5,438	9,993	532	16,042	3,032	1,299	2,158	232	8,267	60,520	4,965	3,021	68,506
United Farmers Guide	13	4,670	2,382	6,004	7,386	6,976	6,011	8,405	1,355	3,583	1,100	12,066	59,968	4,979	——	64,947
Ottawa Farm Jrnl.	26	28,253	4,628	13,300	11,547	3,476	46,759	3,922	56	3,480	39,000	47,470	201,591	11,341	8,740	221,645
Family Herald & Weekly Star	13	30,510	6,533	13,640	14,095	5,119	60,189	5,210	3,007	6,620	17,394	38,214	200,531	435	8,513	209,479
Farm & Home	14	18,353	1,782	13,820	17,299	13,514	34,472	7,411	1,505	11,559	12,017	64,254	199,019	2,018	3,190	204,257
Farmers' Sun	26	20,420	1,738	11,325	11,825	9,664	20,111	7,000	798	9,118	5,083	86,386	186,768	5,482	3,738	195,988
Free Press Prairie Farmer	13	16,538	512	5,299	10,298	2,782	26,951	2,071	190	4,604	13,583	1,858	101,442	915	17,788	120,145
Montreal Weekly Witness	13	4,936	1,068	3,919	3,161	224	7,532	1,483	——	252	6,735	11,535	38,895	——	8,660	17,555
B.C. United Farmer	6	1,532	——	2,162	3,989	2,056	4,964	130	190	3,444	124	21,767	43,628	641	694	14,96

In Kingston 84 Homes in Every 100 Receive The Whig

That's why judicious advertisers concentrate in The Whig.

A.B.C. average for September, 6,234. A.B.C. average for week of October 4th 6,281

The Only A.B.C. Paper in Kingston

Kirkwood's Letter

(*Continued from page 660*)

merous useful garments, with instructions and diagrams for the cutting of one's own paper patterns. A special booklet for babies' garments was prepared.

Newspaper Printers' Strike

In certain provincial cities, notably Manchester and Liverpool, there has been a printers' strike. The demand was for a 20s-- advance as against the 10s-- awarded and accepted by many bodies of printers. As I write, the strike continues, though the governing body of the trade union concerned has instructed the strikers to return to work and stand by the award made.

In Manchester, only the London *Daily Mail* has continued to be published — this because this paper months ago acceded to the 20s– demand of its men—an act not viewed with favor by other publishers. But the publishers of the *Daily Mail* agreed with other publishers not to supply to the public any more papers than it has been accustomed to print. The hunger of the public in the affected communities has been met in part by multigraphed type-written sheets, bound together by a brad.

Doing Too Much Work

Duty took me to the office of a London advertising agency to see its manager. I found him at a desk laden with masses of material, some of it days' old, I feel sure. This manager was up to his eyes in work, so he told me; and I believed him.

I speak of him because he represents a type—men who try to do everything themselves, who have not learned to delegate work to subordinates, who are not training understudies to carry on when they—the chiefs—may be absent.

I remember J. J. Gibbons and W. G. Rook, in Toronto. These men took pride in having a clean desk, always. Their example was a rebuke to me, and I hope to others who called on them and saw how thoroughly they cleared off their desks each morning.

I am convinced that the best executives are those who have learned to use others. Certainly, this is better for everybody than the "hogging" of work the doing of it all oneself. Self-multiplication, through others and through machines, enables a good man to accomplish more, and to earn more, not alone for himself, but for those whom he serves.

Market Men

Speaking of advertising agencies makes me think of an agency which sent a man to see me to obtain some information relating to Canada. I asked this man in what department of his agency was he employed, and he told me, "the marketing department." His agency has two men given up to the investigation of markets for clients.

I mention this because this is a rather new idea among British advertising agencies. It is not wholly new, but still new enough to warrant mention. I know of at least three other agencies which are giving this sort of service to their clients, or are considering an extension of their service in this direction. The idea is admittedly American—there market investigators are common enough. Here they are so new and few that they are a novelty.

Great Britain remains an undiscovered country for many advertising men: their knowledge of media, fields, distribution of population, buying habits of communities, and much else of vital import, is really misinformed. One rejoices that American ideas are being taken up, for these ideas are generally the fruitage of ripe experience.

"Island" Locations

Some months ago I spoke of Aldwych "Island" on which is built Australia House, and on the remainder of which is to be built the London Bush Terminal structure. I said that the Canadian Government had had an opportunity to build on this site.

A few weeks ago a Federal Government official said that when the proposal was up for consideration, he was strongly opposed to it, and gave as his reason that "island" sites are bad from the view point of the number of passers-by. His idea is that any business or interest which depends for its success on the number of people it can capture as purchasers or enquirers should have its location on a great highway trodden daily or hourly by thousands of pedestrians. This may seem obvious enough, yet mistakes of site-selection are made over and over again by those depending upon the transient public for their prosperity.

At first glance an island location seems attractive: it gives a great deal of window space, gets much light, and assures boldness of location. But history proves that the public keeps to the principal street, and refuses to cross over a busy, and perhaps dangerous road—dangerous by reason of rapid and crowded

CANADIAN FARM
Changes Name and Size

COMMENCING with the First issue in November, the first of a number of changes that will make this publication more desirable from the advertiser's standpoint, as well as its readers', will go into effect. These include a new name:

The
Canadian Farmer

and a reduction in the size of
the page from 800 to 700 lines.

The same editorial integrity and independence, clean circulation methods, clean advertising pages and fearless promotion of its readers' best interests that have made its associated publications—Saturday Night, Canadian Home Journal and H. Gagnier, Limited, trade papers—the dominant factors in their field, will also characterize THE CANADIAN FARMER.

CONSOLIDATED PRESS, LIMITED
RICHMOND, SHEPPARD AND TEMPERANCE STS.
TORONTO

Still in the Lead

For many months THE OTTAWA FARM JOURNAL has led all Canadian Farm Papers in Advertising Lineage.

Again for the three months ending 30th September, 1920, THE OTTAWA FARM JOURNAL heads its nearest competitor by

12,166 Lines

Turn to the detailed figures of this significant excess of lineage to be found on another page of this issue of "Marketing".

And remember that advertising concentrates in those papers which produce the best results per dollar of advertising investment.

The 24,000 circulation of THE OTTAWA FARM JOURNAL is the most valuable in all Canada because the most concentrated—less than ***500*** copies are distributed outside the 17 Counties of Eastern Ontario and 4 Counties of Western Quebec.

Give THE OTTAWA FARM JOURNAL a place of honor on your 1921 schedules.

Ask Any Advertising Agent

THE

OTTAWA FARM JOURNAL

OTTAWA, CANADA

BRANCHES:—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
413 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—Fifth Avenue Bldg.
CHICAGO—Peoples Gas Building
BOSTON—Old South Building

vehicular traffic, unless there is a special or urgent reason.

To plant one's business where the public throngs is usually to make a profitable choice of location. I mention this for its possible interest and value to some one confronted with the problem of locating afresh his shop or store.

England Changing Hands

Ever since the war—and even before it—great land-owners have been putting on the market their estates. Taxation, the difficulty of getting labour, and the need of money, have combined to put on sale very notable properties. I am sending you an advertisement possessing some interest. The properties advertised in it have an aggregate area in excess of 160,000 acres, including towns, villages, farms, small holdings, shops, shootings and fishings.

The present is a period that will be looked back on, in years to come, as one of the most remarkable that England ever knew—a time of great social and industrial upheavals. Indeed, it is the beginning of a new era for England, and one that may not be for Britain's welfare.

Labour—in the mass ignorant, greedy and bellicose—wants to get control of the Government of the nation, and, in the words of one of its leaders, is out to challenge the British Constitution. It is quite within the possibilities that Labour will be the party in power in the British Government—this at an early date.

If and when this day comes, it is likely to usher in a time of adversity rather than a golden age. Labour must be purged of errors and sins before it is fit to rule; and it will be a long time before Labour will produce the character, mind and outlook found in those who have filled its Parliaments for the centuries of its wonderful history.

If Capital cannot employ itself usefully and profitably in Great Britain it will emigrate, and so Britain will be impoverished, and Labour likewise.

The Need for Advertisement

The readers of Marketing will know from their newspapers how grave present Industrial conditions are in England. In British newspapers, the possibilities of a coal miners' strike, and all the train of evils to follow this catastrophe if it occurs, occupy large and main spaces. But, as I write, there is no use being made by either side of the advertising columns of newspapers by Labour, the Government, or by manufacturers.

King Midas' Hand Has Been At The Handle of the Plow These Last Five Years

Where in this wonderful Canada of ours, to-day can be found a man, or body of men more thrifty than our hard-working Canadian Farmers?

Prices of most farm products have been high during the past five years and the farmer by hard work and thrift, having done his "bit" in the way of increasing production, has deservedly accumulated a respectable surplus. Consequently he will be a much freer spender than heretofore—he will want goods of substantial character and is prepared to pay the price of quality.

Of course there are farmers who are not so thrifty; who are leading the same life they led fifty years ago, but they are not the intelligent farmers who read

Born and Grown With the Dominion of Canada

The "Advocate" reader is a worker; yet he loves comforts and conveniences. He is ready at all times to buy them the same as his city brothers. Musical Instruments, Automobiles, Farm Equipment, high-class Wearing Apparel, Canned Goods; in fact anything sold, from a pocket handkerchief to a handsaw, is being bought by "Advocate" readers to-day.

And what a faith those readers have, in the columns of the "Advocate!" They buy what is advertised there because they know we will not print extravagant advertisements. They know we are doing our best at all times to give them a real worth-while magazine, and as a result have implicit confidence in any statement appearing in the "Advocate."

That is why the "Advocate" is known as one of the best advertising mediums in Canada, and why it will prove a dandy investment for manufacturers of worth-while Canadian products.

Any Advertising Agency will furnish full information as to the circulation and rates, or we will be glad to mail them anywhere, upon request.

A TIMELY HINT

The Christmas number of the "Farmer's Advocate" has an established, Dominion-Wide reputation as a real Christmas gift from the publishers to their highly appreciative subscribers. It requires nearly fifteen tons of paper to print, contains special color pages, with tri-color process covers on extra heavy stock, and is preserved for months and even years by our readers.

Reserve Space at Once

It is always at a premium in this special number, and each year large advertisers have been disappointed at the last moment through their advertisements not appearing owing to overcrowded space.

The William Weld Company, Limited

Member A.B.C. Since Start

LONDON CANADA

"Wheresoever your treasure is there will your heart be also"

With its ownership vested in its farmer readers themselves—

—and an editorial policy devoted entirely to their interests.

—the truth of the old Biblical quotation has particular application to

The

United Farmers' Guide

The Maritime's Leading Farm Journal

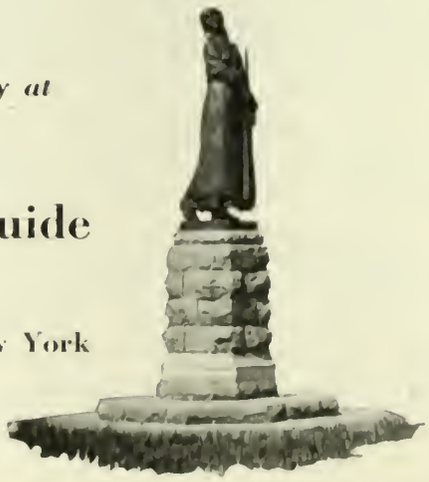
It has a unique reader interest that means 'results' to the advertiser using its columns.

We should be glad to have the opportunity to consult with you regarding the unique service which *The United Farmers' Guide* is in a position to render

Published Every Wednesday at Moncton, N.B.

The United Farmers' Guide

Branch offices at
53 Yonge St., Toronto *and*
1478 Broadway, New York



"In the Land of Evangeline"

What appears in the news and editorial columns is not sufficient for the man in the street. What this individual wants and needs is carefully prepared presentations of the cases of all three interests,—these over signatures. Public opinion, in times of crisis, needs to be informed, to have provided for it clear-cut statements of fact, of policy, of aims, of grievances and wrongs, of possibilities. Public opinion wants all this without passion. It wants cool, not hot, statements—head-on statements, not evasive and clever statements.

Publicity of the type I am advocating ought to begin long before the eleventh hour. Publicity of the right type, honest, bold, frank, if employed in good time, would I am convinced, avert many strikes. Putting one's case to the test of public opinion strengths it, if the case be good; or, alternatively, exposes it fatally.

It is quite probable that the strike fever is making hot the blood of Labour in Canada. I suggest that advertising managers and newspapers can serve their day and generation and country admirably and profitably by canvassing early both disaffected Labour unions and those against whom their rage, if it be allowed to develop, will be directed.

If both sides of a potential strike development can be aired in the public press, in the form of a series of carefully considered statements, inserted in the advertising columns, then the bar of public opinion will almost surely see that justice is done—this without the strike's occurrence.

The Price of Men

I send you an advertisement of the "Man Wanted" type. I am sure that it will be read—and enjoyed by many of your readers:

A FIRST-CLASS MAN is required to take immediate charge of our House Publicity Department. The ideal man would possess the following qualifications: Acquaintance with the book, stationery, and circulating library business, knowledge of printing processes and methods of reproduction; sound judgment in handling commercial art (including lettering); an appreciation of the value of straightforward English; ability to make effective layouts and do rough art work; experience of facsimile work and machines, capacity for organization and staff management; and, above all, common sense. The salary offered is 500 pounds a year—Applications, which will be treated in strictest confidence, should be made by letter only, and envelopes endorsed at the top left-hand corner "Howard," W. H. Smith and Son, 34, Norfolk street, Strand, W.C.2.

There is a story—an old one—about making bricks in one's spare time.

Knowledge is power, so the copybooks used to say, but apparently it isn't worth much in the world's market.

* * *

Harold F. Ritchie Co., manufacturers' agents, have been appointed Canadian agents for Resinol Soap.

RIGHT NOW---TO-DAY

You can reach every rural resident and farmer in rich, growing British Columbia.

Income for 1920
81 Millions of Dollars

Use the Only Weekly Farm Journal Published in B. C.

Farm and Home

Which dominates the field and covers the entire province like a web

Over 24,000 Circulation

Member A. B. C.

EASTERN REPRESENTATIVES:
TORONTO—F. W. Thompson, 402 Lumsden Building
MONTREAL—Owen & Calder, 22 St. John Street
NEW YORK—Gilman & Nicholl World Building
CHICAGO—I. S. Wallis & Son, 1243 First National Bank Building

Published Weekly at
137 Pender Street West
VANCOUVER, B.C.

The Daily Telegraph

and

The Evening Times-Star

St. John, N.B.

are the ONLY newspapers in the province of New Brunswick which are members of the A.B.C. a fact and condition that space buyers are paying increasing attention to.

They BOTH should head your N.B. list because you may get them at a combination rate of 6c per line and there's very little duplication as your A.B.C. reports will show.

Merchandising "Gillettes" in Canada

(*Continued from Page 647*)

helps for the dealer are rather complete and requests are secured for them both by our travellers and by mail. Some of them are displayed in the exhibit.

Time does not permit me to speak about all our work to dealers, so I will only speak about a couple of our mail campaigns which we have conducted recently.

Last season we carried through a direct mail campaign running from September to Christmas. We had for our slogan "The Biggest Season Yet."

This "Biggest Season Yet" campaign comprised about fifteen mailings which were made to the trade, one each week. We commenced in the early part of September and kept right on until Christmas. The object of this campaign was to bring about big sales during these months by not only getting the dealers interested but also to have them become active and enthusiastic Gillette boosters.

Every week the dealers were reached with some message, all designed to help them. One week we showed how to advertise in their newspapers, another week how to make Christmas displays, and another week how to sell by mail. One feature of the campaign especially liked was the monthly suggestion calendar. In every mailing we endeavored to have the dealer see that we were not only desirous of assisting him build up trade for our product, but that we also wanted to aid him in a larger volume of sales of other articles. This co-operative spirit is deeply appreciated by our dealers and serves to strengthen the bond of friendship existing between us at the present time.

This season we brought out a new set—"The Big Fellow"—and in the exhibit is the broadside which we sent to the Trade. This broadside not only helped to stock up dealers with "Big Fellows" but also got the dealer to request the window display card, dealer electros, etc.

We believe it is a good policy to use the same illustrations of our poster in our newspaper advertising and in our dealer material. Last Christmas a window strip reproduction of our poster was sent to the trade. This June we designed a show card and for the top portion used our poster design.

In a newspaper advertisement we showed the poster and also a dealer's window. We made a mailing to the retail trade of this new card, with a letter suggesting a window display, to use the card as the base and pointing out how to make buyers of the passers-by who had been interested in a Gillette by our poster and newspaper and magazine advertising. To jobbers we mailed a sample of this mailing, together with a letter showing where they came in on our poster campaign, and to the jobbers salesmen, instead of sending the complete sample of mailing going to retailers, we sent a four page letter which illustrated the window card and the newspaper ad.

Our work with jobbers lies in securing their support to our advertising plans to carry a good stock in hand and to get their salesmen to boost Gillettes. We supply them with catalogue inserts and most jobbers catalogues today show a complete line of goods attractively illustrated. We don't believe in printing four-color inserts, so after much experimenting have finally decided on two colors—green and black.

In dealer promotion work, be sure your mailing list is up to date and correctly classified. We have an addressograph plate for every Drug, Hardware, Jewellery, Department Store, General Store dealer in Canada, classified to show nature of business, whether he is a customer or non-customer, whether he buys direct or through jobber, and whether he should receive French or English material. Further, every dealer is graded either "A," "B," or "C" so that they receive dealer selling helps in accordance with their classification. Also this permits us to make mailings to any class of business with messages that pertain especially to them. The amount of money saved in a large list of names is considerable.

I might say that it took us two years before we got our mailing list up to the perfection it is now in, but it was worth doing.

The last classification on the chart which I will discuss is

"To Salesmen."

Our Gillette salesmen are the biggest factor in personal dealer promotion. They bend their energies not only towards getting the goods in by the back door, but they devote a large portion of their time in getting them out by the front door. Our salesmen sell the dealer on the Company's good intentions—our sincere desire to help him sell our goods. They sell the dealer on our national advertising, and he is made to realize its extent and persistence, and is brought to understand that continual

advertising is an insurance to him of continual demand for our product. They sell the dealer ways of helping himself and educate him to utilize the various services which we offer him. They sell the dealer our constitutional reliability, the greatness of our business, its growth, its honesty, its ability to keep promises of deliveries, its maintenance of quality.

We endeavor to help our salesmen in every way and back them up from the inside by mailing out, prior to their calls, advance letters and advance cards with their signature.

We follow up the jobbers' salesmen closely, and they are informed from time to time of our publicity and dealer plans. We try hard to interest the jobbers' salesmen legitimately in Gillettes.

To the dealers' salesmen—we work to him through our salesmen and sometimes by getting out special literature and novelties for him, the last one of which was a key ring. He has an important bearing on either making or breaking Gillette sales, so we take him into consideration in our dealer promotion work.

More could be said if there were time, about our efforts to consumers, to the trade and to salesmen, not only what has already been done but also what our plans are for the future.

However, resultful as our merchandising policy has been in Canada, we are still a long way from reaching our maximum sales, for the Dominion is practically at the beginning of things. With its area larger than that of the United States, there is elbow room for millions of new settlers. At present there are only 241 people per square mile. There is every reason for us to be optimistic about the great future of Canada, for Canada today is the expression of POWER—POWER to do, POWER to buy, with unlimited natural resources, soil that sends forth an Empire's wealth each year from the "Granary of the Empire," with contented people and thousands of rivers and streams that sing the magic word "POWER"—thus the Gillette Safety Razor Company of Canada shall and must grow.

* * *

The Karpeles Co. of Providence, R.I. is running a series of advertisements in Western papers for their "La Tausca Pearls." The campaign is being handled by Frank Seaman, Inc., New York.

* * *

Plans are maturing for the proposed new Pure Food Building at the Canadian National Exhibition. Designs have been prepared and are to be discussed shortly with the Directors of the C.N.E. by the Food Products Association.

DOMINANCE

How the Guide's Dominance Affects Your Advertising

In Circulation—It gives you the greatest number of farm home readers in Western Canada without duplication. Ninety thousand net paid by December 1st, 1920, reaching over half the total English-speaking farms here.

In Rate—One overhead in large circulation is more economical.

In Reader Interest—The dominant paper can afford to (and in The Guide does) give editorial service of predominant merit.

In Reader Ownership—The Guide is peculiarly dominant in being actually owned by its readers. It dominates with them because it is *their own* paper.

In Reader Buying Power—The Guide has a preponderance of circulation among the organized farmers who are everywhere recognized as the progressive class.

In Pulling Power—Advertising in the dominant paper lends dominance to your advertising.

Dominate Western Canada Through

THE GRAIN GROWERS' GUIDE

Covering Manitoba, Saskatchewan and Alberta

WINNIPEG

Advertising Offices also at:

53 Yonge St., TORONTO — MONCTON, New Brunswick — 1478 Broadway, NEW YORK

Members A.B.C. and C.N.N. & P.A.

Alberta's 1920 Wheat Crop Nearly 83 Million Bushels Worth About $215,727,200

ALBERTA'S wheat crop in 1915 was **60,000,000** bushels, valued at **$50,000,000.** In **1919** the yield was **34,575,000,** valued at **$63,-349,000.** The latest federal official estimate of this year's crop is **82,972,000** bushels. which, taken to say, **$2.60** a bushel, will bring Alberta farmers the huge sum of **$215,727,200.** This means, in other words, that the bumper yield of 1915 will, this year, be increased over **four-fold** in monetary value, assuming that approximately the present price of wheat holds.

GOVERNMENT OFFICIAL STATISTICS

(Special Dispatch to The Herald)

OTTAWA, Sept. 15.—The latest official estimates of the Bureau of Statistics regarding this year's crop places the total yield of wheat at **289,000,000** bushels as compared with **193,000,000** last year. Estimate of oats places the yield at 556,000,000, an increase of 160,000,000; barley at 64,000,000, an increase of 8,000,000 and flax at 11,000,000.

Manitoba's yield of wheat is estimated at 40,305,000 bushels; Saskatchewan. 136,880,000 and **Alberta 82 972,000.** The Manitoba yield is a decline of about half a million bushels, but Saskatchewan and Alberta and the east are up about **48,000,000** bushels.

ARE YOU—Taking full advantage of this wonderful opportunity to participate in the prosperity of Western Canada? This fall the people of Alberta will have money to spend—lots of it—They need the goods you have to sell. Send your message to them by Alberta's leading Newspaper

The Calgary Daily Herald

The Only Evening Paper in Calgary

The heart of Southern and Central Alberta—covers its field like a blanket—Biggest circulation of any Daily paper between Winnipeg and the Pacific Coast. Member Audit Bureau of Circulations. Statements and full information upon request.

The HERALD PUBLISHING COMPANY, Ltd.
CALGARY, CANADA

Representatives for Eastern Canada:
EDGAR J. GUY, Royal Bank Building, Toronto, Ont.

Representatives for United States:

HENRY DE CLERQUE
800 Mallers Bldg., Chicago, Ill

L. KLEBAHN
1 West 34th St., New York, N.Y.

Largest Circulation in Moose Jaw

The Daily NEWS (EVENING)

The purchasing power of the people in the district covered by The News is unusually high, because they reside in one of the most favored wheat areas in the Province of Saskatchewan. National advertisers can cover this rich territory in the most effective way only by using space in Moose Jaw's ***leading evening paper, The Daily News,*** members of A.B.C.

Net paid circulation for the three months ending Sept. 30th, 1919—**6160** Total distribution—**6506**

Covers a Very Rich Wheat Area

United States Representatives.

DAVID J. RANDALL
341 Fifth Ave., NEW YORK, N.Y.

A. R. KEATOR
1411 Hartford Bldg., CHICAGO, ILL.

Editor, MARKETING

I am much interested in the October 15th issue of MARKETING.

A standard commission is the proper basis to work on, or a fixed fee from the advertiser.

I do not mind any one of my clients knowing precisely what I am making out of their accounts. I am always ready to give an account of my stewardship.

In the several years of Agency experience I have had, not only in Canada, but in United States and Great Britain, my observation as an executive was that if you do not watch the so called professional space buyers, they would always add to the list, the papers paying the largest commission, as against papers paying a smaller commission, if only one in a town for instance, could be used.

I pass no judgment upon the ethics of this because they were probably acting upon the policy of the House. Nevertheless, I for one, would be glad to see standard commissions adopted.

I have a few clients the commission upon whose business doesn't pay for itself. I have told the advertiser so and they have been willing in every case to pay me a fee for handling it.

Very truly yours,
Thornton Purkis

The *Morning Albertan*, Calgary, is conducting a circulation contest on a rather elaborate scale. Automobiles' visits to movie studios, etc. are among the grand prizes offered.

H. Dowman of the *Ottawa Journal* has joined the publicity department of the Royal Bank at Montreal.

Charles C. Jenkins has resigned as managing editor of the Fort William *Times-Journal*, to become a feature writer for *Maclean's Magazine*, to which he has been a contributor in the past. Incidental to his newspaper work he has for some years been a successful contributor of fiction and special articles to many American and Canadian periodicals.

(Continued from page 650)

Legare Automobile & Supply Co., Ltd., Montreal
Lever Bros., Limited, Toronto
London Life Insurance Co., London
Lowe Bros., Ltd., Toronto
Martin Senour Co., Montreal
Massey-Harris Co., Ltd., Toronto
Merchants Bank of Canada, Montreal
Moodie & Sons, J. R., Hamilton
Musical Merchandise Sales Co., Toronto
McClary Manufacturing Co., London
McPherson Company, John, Hamilton
Nineteen Hundred Washer Co., Toronto
Northern Electric Co., Ltd., Montreal
Nugget Polish Co., Ltd., Toronto
Office Specialty Mfg. Co., Toronto
Ottawa Paint Works Ltd., Ottawa
Palmers Limited, Montreal
Pedlar People, Ltd., Oshawa
Penmans Limited, Paris
Petrie Manufacturing Co., Hamilton
Procter & Gamble Distributing Co., Hamilton
Renfrew Machinery Co., Renfrew
Royal Bank of Canada, Montreal
Sheet Metal Products Co., Toronto
Sherwin-Williams Co. of Canada, Ltd., Montreal
Steel Company of Canada, Hamilton
Swift-Canadian Co., Ltd., Toronto
Tuckett, Ltd., Hamilton
C. Turnbull Co., Ltd., Galt
Western Canada Flour Mills Co., Ltd., Toronto
Williams, Greene & Rome Co., Kitchener
Willys-Overland, Ltd., Toronto

Winnipeg "Telegram" No More

Another important Canadian daily newspaper passed into history when the *Winnipeg Telegram* ceased publication with its issue for October 16th.

The *Telegram* has been published since 1894, and has recently been owned by a company in which Davidson and Smith, grain operators, were understood to be interested. In former years it was regarded as the political organ of Hon. Robert Rogers. About two years ago the plant was seriously damaged by fire, resulting in temporary suspension of publication. There have been frequent rumours of changes in connection with it at frequent intervals since.

The plant and subscription list of the *Telegram* will, it is reported, be taken over by the *Winnipeg Tribune*, recently acquired by the Southam interests.

* * *

A new campaign of single and double column advertisements for Pears' Soap is running in a list of publications. A line of toilet articles under the "Pears," trade mark is also being featured. This brand is now controlled by Lever Bros.

* * *

Hall Knitcraft Ltd., Toronto, is advertising "To-Sox" in a selected list of newspapers. Norris-Patterson, advertising agency, is handling the campaign.

* * *

C. S. Bowie, of the McConnell & Fergusson agency, London, is receiving congratulations on his recent marriage.

* * *

Rockland Cocoa & Chocolate Co., Toronto, now under new management will shortly manufacture all the lines of hard boiled candies, barley sugar, etc., made by James Pascall, Ltd. in England.

* * *

The Lorraine Chocolate Corp. is installing machinery in a new building just purchased, and about January 1st next will commence the manufacture of high grade boxed chocolates, chocolate bars, etc. Harold F. Ritchie is president of the new concern.

* * *

How tea was discovered, its cultivation and manufacture from earliest days up to the present time, is told in "A Story of the Tea Plant," a booklet recently issued by the Salada Tea Co., Toronto.

* * *

The *Winnipeg Free Press* increased its morning local subscription rate to 25 cents a week with the beginning of October, and ran a series of advertisements justifying the increase to readers to make collection of the increased charge easier for the carrier boys.

* * *

The Hudson Bay Co. is advertising its "Imperial Mixture" tobacco in large space in Western dailies. A. J. Massie, Ltd., advertising agents, Winnipeg, are handling the account.

Progress!

A Bigger and Better "COURIER" is evolving

The service "Courier" offers its advertisers is unexcelled by any Canadian magazine.

Circulates to the best class of Canadians whose purchasing power is great.

Circulates entirely to urban residents.

CANADIAN
COURIER

Circulation 50,000 Guaranteed

8 UNIVERSITY AVE., : TORONTO

Your Advertising Campaign

necessitates that you have the best display possible in the most prominent papers of each district to be covered.

The

Galt Daily Reporter

with its 4,500 daily circulation covers the city of Galt, the towns of Preston and Hespeler and a very prosperous rural district where the people are inclined to purchase advertised articles.

Rates obtainable from any standard agency or from ourselves.

Galt Reporter Ltd.

GALT, Ontario

(Member A.R.C.)

Subscription Rate Raised 50%

On the first of September, 1920, The Daily Record raised its subscription rate for city delivery from 10 cents a week to 50 cents a week, a 50% increase, with a

Net Loss of Less Than 3%

Daily average, August 1685
" " September 4562

This is convincing evidence that Record subscribers value the paper and are willing to pay what it is worth because they want to read it. It is bright and newsy and readers look forward to its daily visits. 90 per cent of its circulation is distributed in the Twin Cities of Kitchener and Waterloo.

Your ad in The Record will be read as well as the news.

Rates from any recognized agency or direct.

The only A.B.C. Paper in Kitchener

The

News Record Ltd.

Kitchener, Ont.

Report A.B.C. Meeting

(*Continued from page 654*)

The audits, as well as the publishers' statements, are now being released on an average basis of less than fifteen days, with but few exceptions, which were held up because of circumstances beyond the control of the Bureau.

The auditing force now numbers thirty-eight field auditors and five house auditors, one special investigator, in addition to Chief Auditor E. W. Chandler, and Assistant Chief Auditor A. R. Petterson, and W. F. Hoffmann, Manager of the New York office.

At the present time there are practically no publishers due audits, the only exceptions being a few cases where audits have been delayed for exceptional reasons.

Finances

The report of Arthur Young & Company, submitted herewith, shows a balance of $87,580.27 available for service to members as of August 31st, 1920.

While this favorable balance places the Bureau in a very satisfactory position to carry on its work efficiently, your Board desires to call attention to the fact that heretofore in the financial reports of the Bureau the audit liability of the Bureau in case of dissolution was never taken into account.

The Directors of the Bureau, in the first years of its existence, felt that this was justifiable, in that if the Bureau terminated its existence the reports would be considered valueless and the obligation would, therefore, cease.

Good business judgment, however, would indicate that at this time this liability be taken into consideration. It will be seen from the report of Arthur Young & Company that this liability amounts to $159,759.51. The sinking fund, or balance available for service, would apply on this liability. Your Board arrived at this decision after very careful consideration, and at a recent meeting passed the following resolution:

Upon Motion, Duly Seconded, It Was Unanimously Resolved that in view of the liability involved in unearned dues; and the necessity for affording the Bureau protection against the possibility of less prosperous conditions arising; and to insure the extension and continuance of the Bureau's work of constructive investigation; a reserve shall be accumulated to an amount sufficient for the above purposes.

In addition to the accumulation of this balance, the Bureau has substantially increased its equipment, to add to the efficiency of its work. A printing bureau has been established, in which practically all the Bureau's printing is done on its own presses. We have five presses, three with Miller feeders, with which we are able to do not only better work in printing publishers' statements, reducing the time of production, but have also effected a very substantial saving as against the high cost heretofore existing.

President Jones in his address paid a tribute to the zeal of the directors and management of the Bureau, and from an advertising buyer's standpoint described the value of the Bureau's service, urging that as its work and purpose became better known it could not fail to be more widely appreciated.

"The A. B. C. now has the goods," he said. It is promptly issuing audits, on the circulation of something more than 1,200 publications. It tells definitely—how much and how much paid. It tells where the circulation is, and is telling more and more of how the circulation was obtained and of those other details which every purchaser of white space is entitled to know.

There is a growing group of users of space from Missouri who have to be shown. The bigger that group is, the better for the users of space, and the better for the A. B. C. publications. The A. B. C. has something to sell to buyers of space—that something is service. It has become such an important service and such an efficient service that it should be advertised. The A. B. C. is in a comfortable, although I dare not yet say, in an impregnable financial position. It has money in bank and has investments in bonds. I believe it should also invest some of that money in advertising that will reach the Buyers of Space. Even as an advertiser talking to publishers, I ask you to note, gentlemen, that I do not say, spend money in advertising, I say *invest* money in advertising.

But this advertising to advertisers must be honestly conducted. It must show what the A. B. C. is, and what it stands for. It can and should show that the publisher-members of the A. B. C. so conduct their circulation departments that they are not fearful of the close scrutiny of the A. B. C. auditors—that they are glad to let prospective customers for space have all the facts. But there it should stop.

The A. B. C. cannot and should not put its seal of approval upon any publication. It can and should give the facts regarding circulation—beyond that it ceases to function. You can audit only those things that are tangible—things that can be counted. The A. B. C. emblem should be used by the publisher only so far as it indicates his willingness to have the facts known. It is not necessarily an emblem of quality.

Speaking still as an advertiser I saw a letter from a publisher the other day, complaining bitterly against your president. He had tried to get the Kodak business but had been told that he could not get it without an A. B. C. audit. Finally, he joined the A. B. C. but he still failed to get the business, although other publications in the same field did get it. He imagines, or claims to think that this was accounted for by personal reasons enmity to him, friendship to other publishers, and all that sort of thing. The real facts are that his circulation departments needs—or at any rate needed—a genuine housecleaning. The A. B. C. did just what it was supposed to do. It gave the facts, and on these facts it was decided that his medium was hardly desirable for our business, though it might be perfectly O.K. for some other.

For six years I have been trying to get over certain facts to publishers and to advertisers.

Where the A.B.C. Comes In

To the advertiser I say: You are supposed to know the goods you sell:

you are supposed to know what classes and kinds of people buy your goods. You are supposed to be an advertising man, and being an advertising man, you are supposed to know something of people's habits of mind and habits of reading. By taking up a certain publication—or three or four copies of said certain publication and reading some of the articles, by noting the quality of the literature and press work, you should be able to pretty fully decide whether or no it appeals to the people to whom your goods will also appeal. If you don't know this much about your goods and about human nature, you just are not an advertising man. But you do know these things, and the publication does appeal to your clientele. Good. The rate is so and so. Yes. Now comes the A. B. C. It answers for you the questions which your knowledge of your goods and of human nature cannot answer. It tells you what the total circulation is; it tells you what the net paid circulation is; it tells you where the circulation is; it tells you how much of the circulation is news-stand and how much is subscription and how much is in arrears, and indicates pretty clearly the subscription methods followed. It counts for you the things you have not time to count—nor the money to pay separately and individually for having counted. You sharpen your pencil and figure out the rate per line per thousand. Perhaps there are some of the circulation methods you don't like—but then the rate per thousand is low, very low; you throw out the certain percentage of circulation you don't like and—figure again. You still find the rate reasonable—and buy—or you find it too high and do not buy.

On another publication you whistle in astonishment at the rate per line per thousand! Then you analyze the whole business and you find the circulation is as clean as a hound's tooth. Every copy is sold on its own merits. The news-stand records are correct, every subscription is cash in advance—no instalments, no premiums, no delinquents. You buy.

"The A. B. C. counts for you the things you cannot count, and gives you physical facts you can get, for sure, in no other way. *Mr. Advertiser, the day of hunches has gone by in our line.*"

Now to you, Mr. Publisher: There isn't a man in front of me who cannot prove that what I am about to say is wrong—sometimes—yes, I admit it, too many times. But, honestly, we advertisers are not always as thick as you think we are. We are not as slack as you think we are. For one thing, we rarely do our weighing and balancing of your publication in your presence. Perhaps some of us are unreasonably afraid that you will put a heavy finger on the scales when we are not looking—I don't mean an unfair finger but many of you have winning and forceful personalities.

For the most part, we collect our data, A. B. C. and other data; we consult with our agents. We decide on a list. Sometimes this list is flexible, sometimes it is not. Your publication is not on the list even though its A. B. C. showing is truly excellent. You conclude that we have failed to study our A. B. C. report. Our own babies, you know, are always the brightest, our own publications always "wield the most influence." The advertiser has, indeed, weighed your circulation, but he has also studied the publication

The Most Populous, Productive and Prosperous Province in the Dominion

Prince Edward Island is the most thickly settled, and one of the most productive of the provinces of Canada. The population has no foreign element in it whatever, being of pure, Scottish, Irish, English and Acadian stock. They are the most progressive and enterprising tillers of the soil, and have made such a tremendous success of dairy farming and pork production, that Prince Edward Island is known as the "Denmark of Canada."

Wealth per capita, **$1,274** Wealth per family, **$6,370**

The Charlottetown Guardian

Covers Prince Edward Island like the dew

J. R. BURNETT, *Editor and Publisher*

MEMBER A.B.C. *Standard rate card*

WHEN AN ADVERTISER BUYS SPACE IN a publication that is an A.B.C. member, he places his purchase upon a basis of known values. The element of chance is eliminated and his appropriation automatically becomes a sound investment.

Publishers are glad to furnish A.B.C. statements of circulation. With these available the advertiser is in a position to accurately gauge the merits of the various publications, and they enable him to place his advertising where it will yield the highest possible returns.

Audit Bureau of Circulations

202 S. State St. CHICAGO

A Customer says:

"I am exceedingly well pleased with the way you print our House Organ.

The type setting is very neat and attractive, your press work is splendid.

You must be well equipped to handle this class of work."

WE ARE

West Toronto Printing House

HENDERSON & GALBRAITH, Props.
1945 ST. CLAIR AVE. TORONTO

Translations English To French

"The Largest French printing house under British Flag"

IF you are seriously contemplating the translation of your English literature into French, have it done by some one able to give proper and effective translation.

This also applies to your French printing— we can do both properly— all work entrusted to us guaranteed.

We handle transactions and French printing for several of the largest houses in Ontario and Quebec.

"La Patrie" Pub. Co.
Limited
JOB PRINTING DEPT.
Montreal : Canada

with a view to getting at the quality of your readers. (And whether he wants quality depends on what he is selling). The A. B. C. gives him the statistics —because he decides against you is by no means proof that he hasn't studied the audit.

Must Consider Quality

X Y and Z recently bid on a printing job for me. X is an exceptionally good printer. Y and Z are both pretty good printers. X was high, but not very high, and Z was low. I gave the job to X. By some hook or crook, Y found out what the bids were and registered a protest. The answer was that he was never considered. X had a right to the job, if it was given on a quality basis, and Z would have gotten it had it been let purely on a price basis. I really considered both price and quality. If X had bid a little higher the job would have gone to Z on the ground that there was not enough difference in quality to warrant the difference in price. In buying white space, just as in buying printed matter, we advertisers must consider *quality and circulation and price.*

Some publications of high literary and artistic merit are deplorably bad in their circulation methods. Other publications that are typographically impossible, that are without real literary merit, and can appeal only to minds of the most ordinary calibre, have circulation methods that are absolutely above reproach.

The advertiser has to measure all of these things, and for thousands of advertisers the A. B. C. is the circulation yard stick.

There has been much talk about advertisers being circulation mad. That talk has been overdone. Of course, they want all the real circulation they can get, and at as low a rate as they can get it, but everything else being even, they will give the preference to the publication that has clean circulation methods. Some of you publishers don't know the lengths to which your solicitors will go. I well remember being solicited by a young enthusiast who assured me that while we readily had a wonderful business, that we could never have any real growth, could not "achieve the possible potentialities in our business until we consistently used his publication." I took him to the window and pointed across the alley: "Young man," said I, "You undoubtedly have a good medium, but we make more cameras in that factory, every week, than there are total purchasers of your magazine in a month —and we sell them, too. Such being the case, how can you do for us what you say you can do?" He faded, and I have not seen him since.

And I imagine that this young man went back to his publisher and demanded *circulation, circulation, circulation,* and indicated that that was all he needed to get the Eastman business.

Do not be deceived by the excuses given you by young men who fail to bring home the bacon. It isn't really circulation that we want—it's sixteen ounces to the pound.

As an advertiser, I do not want the A. B. C. to try to tell any publisher *how* to run his business. As an advertiser, I do want the A. B. C. to tell me just how every publisher gets his circulation and how much he has of it.

As an advertiser I want other advertisers to know more and more of A. B. C. methods and of A. B. C. efficiency. I want them to know that A. B. C. publishers welcome the fullest investigation of their circulations and circulation methods. I want them to know that while in the A. B. C. there are all kinds of publications appealing to all kinds and classes of people, that in one thing all A. B. C. publishers are alike—they always welcome a circulation auditor.

The A. B. C. now has the goods. As an advertiser, I want to see it advertise those goods. As your retireing president, I recommend that we, as advertising men, take our own prescription, and advertise.

Emphasis was placed on the non-sectional character of the Bureau's work from its inception. It has been considered fundamental to the successful conduct of the Bureau that a majority of advertiser rather than publishing interests should be represented on the Board of Directors. The desire having been expressed that groups of publishers in different sections, and Canadian dailies were among those advancing this idea, it was the sense of the meeting that such sectional representation was not desirable, Directors being chosen for their fitness, without regard to location, though representing the newspaper, magazine and other general divisions as provided in the constitution.

The only changes in the Board of Directors were the two already mentioned from the advertisers and agencies divisions. O. C. Harn of the National Lead Co., New York was elected President.

Members present from Canada were H. V. Tyrrell, of the Maclean Publishing Co., B. H. Bramble of the Canadian Chewing Gum Co. Ltd., J. P. Patterson of Norris-Patterson Ltd., and W. A. Lydiatt of Marketing.

The Canadian members of the Bureau, as listed in the Annual Report, are as follows:

CANADIAN A. B. C. MEMBERS

*Applicants for Membership.

Daily Newspapers

ALBERTA

Calgary—Morning Albertan
Herald
Edmonton—Bulletin
Journal
Lethbridge—Herald
Medicine Hat—News

BRITISH COLUMBIA

Nelson—News
Vancouver—Province
Sun
World
Victoria—Colonist
Times

MANITOBA

Winnipeg—Free Press
Tribune

NEW BRUNSWICK

St. John—Telegraph
Times-Star

NOVA SCOTIA

HALIFAX—Chronicle
Echo
Herald
Mail
SYDNEY—Post

ONTARIO

BRANTFORD—Expositor
GALT—Reporter
GUELPH—Mercury
HAMILTON—Spectator
KINGSTON—British Whig
KITCHENER—News-Record
LINDSAY—Post
LONDON—Advertiser
Free Press
OTTAWA—Citizen
Journal
Le Droit
PETERBOROUGH—Examiner
ST. CATHARINES—Standard
ST. THOMAS—Times-Journal
SAULT STE. MARIE—Star
STRATFORD—Herald
TORONTO—Globe
Mail and Empire
Star
Telegram
World
WINDSOR—Border Cities Star
WOODSTOCK—Sentinel-Review

PRINCE EDWARD ISLAND

CHARLOTTETOWN—Guardian

QUEBEC

MONTREAL—Gazette
Herald
La Patrie
La Presse
Le Canada
Le Devoir
Star
QUEBEC—Le Soleil
SHERBROOKE—Record
La Tribune

SASKATCHEWAN

MOOSE JAW—News
Times
PRINCE ALBERT—Herald
REGINA—Leader
Post
SASKATOON—Phoenix
Star

MAGAZINES AND PERIODICALS

B. C. Veteran's Weekly, Vancouver, B.C.
Canadian Courier, Toronto
Canadian Home Journal, Toronto
*Christian Guardian, Toronto
Everywoman's World, Toronto
*La Canadienne, Toronto
Le Panorama, Montreal
Le Samedi, Montreal
Maclean's Magazine, Toronto
Saturday Night, Toronto
The Sentinel, Toronto
The Veteran, Toronto
Western Home Monthly, Winnipeg
Woman's Century, Toronto
World Wide, Montreal
Standard, Montreal
Star Weekly, Toronto
Sunday World, Toronto
Sunday Sun, Vancouver

AGRICULTURAL PUBLICATIONS

Canadian Countryman, Toronto
Canadian Farm, Toronto
Canadian Power Farmer, Winnipeg
Family Herald and Weekly Star, Montreal
Farm and Dairy, Peterboro
Farm and Home, Vancouver
Farm and Ranch Review, Calgary
Farmer's Advocate, London
Farmer's Advocate, Winnipeg
Farmers' Magazine, Toronto
Farmers' Sun, Toronto
Free Press Prairie Farmer, Winnipeg
Grain Growers' Guide, Winnipeg
La Voix Du Sol, Ottawa
Nor' West Farmer, Winnipeg
Ottawa Farm Journal, Ottawa
Weekly Witness, Montreal
*United Farmers' Guide, Moncton
Semi-Weekly Bulletin, Edmonton
Mercury (Weekly) Guelph,
Nova Scotian, Halifax
British Whig (Weekly), Kingston
La Presse (Weekly), Montreal

BUSINESS PUBLICATIONS

Canadian Foundryman, Toronto
Canadian Grocer, Toronto
Canadian Machinery, Toronto
Canadian Motorist, Toronto
Canadian Motor Tractor and Implement Trade Journal, Toronto
Canadian Railway and Marine World, Toronto
Druggists' Weekly, Toronto
Financial Post, Toronto
Hardware and Metal, Toronto

6,241

copies an issue—sworn circulation of

The Owen Sound Sun-Times

Every other day

Tuesday, Thursday and Saturday

Population of Owen Sound (this year returns) 12,213

Put The Sun-Times on Your "Daily List"

The St. Thomas Times-Journal

is the only daily paper published in the City of St. Thomas or the County of Elgin and it is

The Only Paper

taken by over 90% of the people living in this territory.

If you want to reach between 40,000 and 50,000 people who cannot be reached in any other way, use

THE TIMES-JOURNAL

ST. THOMAS - - *Member A.B.C.* - - ONT.

Circulation Over 9,000 Daily

In Quebec

Making Selling
Easier—Salesmen Know

The Telegraph

ALWAYS

AS a guide to further purchases in dry goods and department stores—that is the sole reason why 75,000 Fashion Quarterlies are *bought* in Canada each season.

An uncharged for *consulting circulation* in the stores is estimated by the merchants themselves at over 100,000 *additional.*

Canadian Fashion Quarterlies

SPRING 1921 ISSUE

On Sale January 10th to April 10th

Advertising Forms Close November 30th

NOTE PAGE SIZE CHANGE

to new standard size, 4 cols. x 170 lines effective with next (Spring) issue

For rates and other particulars address

Manager Advertising, 53 Yonge St., Toronto

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING. STEREOTYPING. NICKELTYPING

READY SET NEWSPAPER PLATES

DESIGNING. ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED

F. DIVER, PRESIDENT

110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

"GIBBONS KNOWS ADVERTISING"

MONTREAL TORONTO WINNIPEG

Le Prix Courant, Montreal
Marine Engineering, Toronto
Marketing and Business Management, Toronto
Motor in Canada, Winnipeg
Municipal World, St. Thomas
Power House, Toronto
Printer and Publisher, Toronto

ADVERTISERS

Armour & Co., Hamilton, Ont.
Canadian Chewing Gum Co., Ltd., Toronto, Ont.
Canadian Export Paper Co., Ltd., Montreal, Que.
Canadian Kodak Co., Ltd., Toronto, Ont.
Canadian Pacific Railway, Montreal, Que.
Canadian Postum Cereal Co., Ltd., Windsor, Ont.
Carter Medicine Co., Montreal, Que.
Centaur Company (The), Montreal, Que.
Coca-Cola Company, Toronto, Ont.
Cudahy Packing Company, Toronto, Ont.
The N. K. Fairbank Co., Montreal, Que.
Gillette Safety Razor Co., Ltd., Montreal, Que.
The Goodyear Tire & Rubber Co. of Canada, Ltd., Toronto, Ont.
Holeproof Hosiery Company of Canada, Ltd., London, Ont.
Hupp Motor Car Co., Windsor, Ont.
Libby, McNeill & Libby, of Canada, Ltd., Guelph, Ont.
Lowe Brothers, Ltd., Toronto, Ont.
Maxwell Motor Company of Canada, Ltd., Windsor, Ont.
The Palmolive Co., Toronto, Ont.
The Proctor & Gamble Distributing Company of Canada, Ltd., Hamilton, Ont.
Scott & Bowne, Toronto, Ont.
United Drug Company, Ltd., Toronto, Ont.
William Wrigley, Jr., Co., Ltd., Toronto, Ont.

ADVERTISING AGENTS

Advertising Service Co., Montreal and Toronto
Baker Advertising Agency, Toronto
Desbarats Advertising Agency, Montreal and Toronto
J. J. Gibbons Ltd., Toronto, Montreal and Winnipeg
H. K. McCann Co., Toronto
McConnell & Fergusson, London, Toronto, Montreal and Winnipeg
A McKim Ltd., Montreal, Toronto, Hamilton and Winnipeg
Norris-Patterson Ltd., Toronto and Montreal
Smith, Denne & Moore, Toronto

❦ ❦ ❦

Harold W. McCrea, well known to Canadian buyers of art work, has recently joined the Brigden Studio.

❦ ❦ ❦

The Northwestern Mutual Fire Insurance Co. of Seattle, transacting insurance business without agents, dealing instead direct with manufacturers and merchants, has entered the Canadian field, and will carry on an advertising campaign through the Hamilton Advertisers' Agency.

❦ ❦ ❦

The Robert H. Hassler Company Inc., of Indianapolis, Ind. and Hamilton, Ont., is planning a coast-to-coast advertising campaign in Canada. Contracts will be made through the Baker Advertising Agency, Toronto.

❦ ❦ ❦

E. G. Henderson, president of the Canadian Salt Co. of Windsor, for many years a regular advertiser in Canadian publications, died in Montreal a couple of weeks ago, following a brief illness.

❦ ❦ ❦

The Coleman Lamp Co., manufacturers of gasoline and kerosene lamps and lanterns, with head office in Witchita, Kansas, has established a branch factory and office in Toronto to manufacture and distribute its products throughout Canada.

❦ ❦ ❦

W. G. Anderson of the Winnipeg Free Press Prairie Farmer was a visitor to advertisers and agencies in Toronto and Montreal during the past couple of weeks. He reports a considerably increased volume of business.

The first number of The Citizen Retailer, a monthly paper for retailers published by the Ottawa Citizen, has reached Marketing. It is an eight-page, four-column paper published "to promote sales, increase efficiency in merchandising generally, and to establish closer harmony between manufacturer and distributor.", hoping no doubt to secure increased interest among retailers in the advertising appearing in The Citizen. There are retail selling suggestions, reproductions of current advertising, and numerous stimulating suggestions for retail dealers. It is sent free to merchants in Ottawa and surrounding territory.

John C. Kirkwood, MARKETING'S British correspondent, and well-known to many of our readers, left the Industrial Publicity Service on October 1st to join the organization of the St. James Advertising and Publishing Co., London, of which P.C. Burton is Managing Director.

E. T. Wright Co. Ltd., of Hamilton has acquired the plant of the Wentworth Manufacturing Co. and will manufacture aluminum utensils under the trade mark "Wentworth Wellworth."

The advertising for Auto-Knitter Hosiery Co., now at 1870 Davenport Rd. Toronto, is now placed through Ruthrauf and Ryan, advertising agents, New York.

The home of Tillson's pan-dried oats, at one time made famous by striking advertising from coast to coast, was destroyed by fire last week.

It is reported that the *Canadian Home Journal* and *Everywoman's World* are planning to change to the new standard magazine size, (700 line page) early in the new year.

Municipal World, St. Thomas, Ont. is a new member of the Audit Bureau of Circulations. The *United Farmer's Guide* of Moncton, N.B., is reported as an applicant.

The Master Cleaners & Dyers Association of Ontario is conducting a newspaper advertising campaign through Norris-Patterson Ltd.

Advertising Manager

requires position. Six years experience as Advertising and General Manager of weekly publications. Quadrupled advertising of well-known weekly. Has had charge of salesmen in Western Canada and Ontario.

Apply Box No. 11 MARKETING

Buying for Canadian Factories

Is not a seasonal demand, nor does it stop during any period of doubt or depression.

Machinery wears out, new equipment must be installed, new material must be secured. Here and there new plants or extensions to old ones must be erected no matter what business conditions indicate.

Two thousand of the men who buy for these plants read and look to The Canadian Manufacturer for information.

If you want to sell to Canadian factories you should advertise in

The Canadian Manufacturer

51 Wellington West, TORONTO

Through Our FOUR COMPLETELY EQUIPPED PLANTS

Montreal Beaver Hall Hill

Toronto 185 W. Richmond St.

London 144 Queens Ave.

Windsor 46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

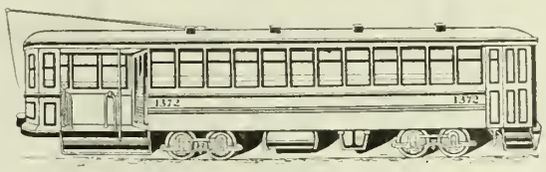
Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

C. J. HIRT, Managing Director

This Salesman
—Never Eats
—Never Sleeps



—Works Hardest
—Costs Least
—Accomplishes Most

Any trade marked article that is usable by all members of a family, can be advertised much more effectively and economically in Street Cars than in any other medium.

Frequency and continuity of appeal are prime essentials to trade mark success. All the members of a family see and read Street Car cards with greater frequency and continuity than they do the advertising in any other medium.

And don't forget the profound impression made on the dealer, who knows that the Street Car cards are constantly telling the vital selling facts to everyone of his customers.

The Canadian Street Car Advertising Co., Ltd.

Toronto Office
Temple Bldg.

Executive Office
Bank of Ottawa Bldg.,
Montreal

Winnipeg Office
Union Bank Bldg.

Dealer Co-operation Assured *in the* Winnipeg Territory

SCENE—A sales manager's office. The sales manager is in conference with the representative of an advertising agency.

The Sales Manager: Now, about our western campaign. They've had a great big billion-dollar crop out there this year. The prairie provinces have absorbed most of this year's immigration, and it's been the heaviest in years. Business is going to be wonderful in that territory and we ought to step out and get a big share of it. Most of all we need to stimulate the dealers.

The Agency Man: Speaking of dealers The Winnipeg Free Press has just issued the first number of a "Retail Merchants' Monthly." The aim of it, of course, is to secure closer co-operation with national advertisers. If you're planning on a bigger campaign in the West they'll do their utmost to back it up and make it pull for you.

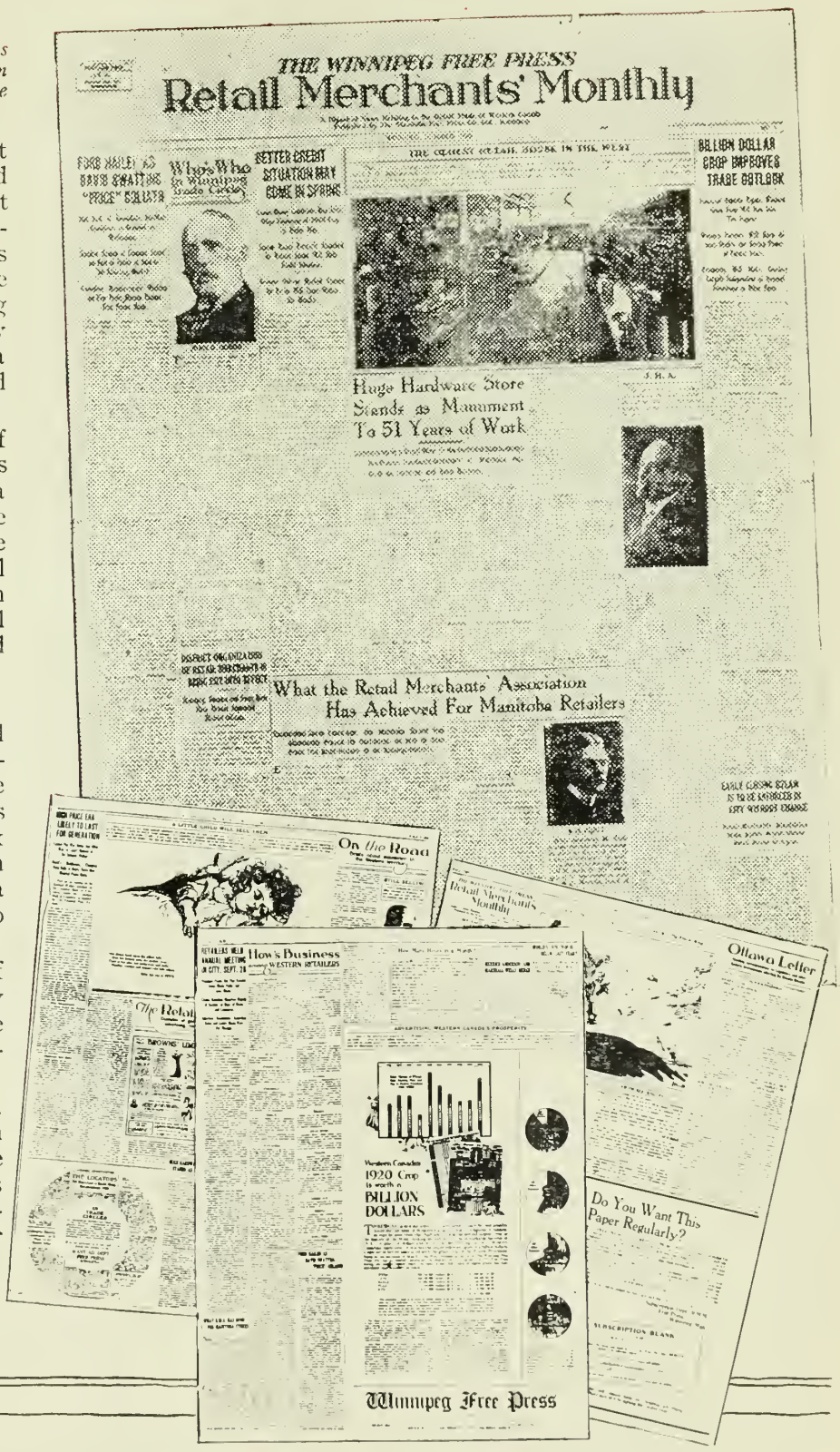
The Sales Manager: How?

The Agency Man: Well, they'll reproduce one or more of your advertisements with a story about the new campaign. They'll urge dealers to send for display material and stock up in readiness for the demand. In a word, they'll do everything a metropolitan newspaper can do to secure dealer co-operation.

The Sales Manager: That sort of service is mighty valuable, especially when it's conducted by a paper like *The Free Press*, which has the confidence of the dealers.

The Agency Man: Well, you can bank on it, and if you give them enough notice they'll play up the campaign in the Retail Merchant's Monthly ahead of your first insertion date. And that means dealer interest at once.

The Sales Manager: All right, then. Let's go!


THE WINNIPEG FREE PRESS
Retail Merchants' Monthly
Who's Who in Winnipeg Trade Circles
BETTER CREDIT SITUATION MAY COME IN SPRING
BILLION DOLLAR CROP IMPROVES TRADE OUTLOOK
Huge Hardware Store Stands as Monument To 51 Years of Work
What the Retail Merchants' Association Has Achieved For Manitoba Retailers
On the Road
How's Business
Ottawa Letter
Do You Want This Paper Regularly?
1920 Crop is worth a BILLION DOLLARS
Winnipeg Free Press

Winnipeg · Free Press

Ask Any Advertising Agency

EASTERN REPRESENTATIVE: EDGAR J. GUY
302 ROYAL BANK BUILDING • • TORONTO

So They Called the Expert In

Fred Brock of Baxter and Company was a good Office Manager. That was an acknowledged fact, both among his business associates and the boys at the club. People discussed his organizing ability and the capable staff with which he had surrounded himself.

ONE thing troubled Fred, though: his filing system and certain details of office routine. In the rush of two years of unprecedented business he'd no time to re-organize his system. As a result it had become unwieldy; papers were becoming increasingly difficult to find; complaint reports were coming in with greater frequency from the "Chief" and other department executives, so Miss Thompson, the filing clerk reported.

That was just a year ago—before Fred Brock called to his aid the System Service Expert of "Office Specialty". His business day is much pleasanter for him now—since the "Office Specialty" System Expert analyzed his existing systems and submitted a plan that would not only remedy the immediate trouble, but make ample provision for natural expansion for some time to come.

This is the type of expert service that "Office Specialty" is rendering to its thousands of clients to-day— a concrete service backed by the resources of a centralized System Department whose cumulative experience in solving filing and record-keeping problems in many different kinds of business is offered to you in your individual problem without fee or charge, or without reservations of any kind.

SYSTEM SERVICE

"Office Specialty" System Service Experts are men who merit the name *expert*. They are trained, practical men. They will gladly make your office routine, record-keeping, or filing problems their own. Their value to themselves, and to us, depends upon the value of their service to you.

Put your office routine or record-keeping problem up to our nearest Service Store.

THE OFFICE SPECIALTY MFG. CO. LIMITED
Home Office NEWMARKET Canada

Export Sales Office—360 Broadway, New York City

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Calgary Vancouver

OFFICE SPECIALTY FILING SYSTEMS

LABOR SAVING OFFICE DEVICES "Y and E" TIME IS MONEY

962

Volume XIV. Number 16 *Toronto, November 15th, 1920*

Marketing and Business Management

Edited by W.A.Lydiatt

Advertising that has sold Millions of Barrels of Cement

THE Dominion-wide acceptance of Concrete is due largely to the advertising of the Canada Cement Company, Limited. This great educational campaign is the work of ***The Advertising Service Company.***

The number of booklet-requests resulting from each insertion is carefully recorded. Thus we have convincing evidence that the Advertising Message is read and acted upon.

While in many Advertising Campaigns no such definite "check" is possible, there is always the evidence of "increased sales" to indicate whether the Advertising is a profitable investment.

If you feel that your Advertising is not profitable, consult the Advertising Agency that successfully conducts over thirty of the most important publicity campaigns in Canada.

Telephone Adelaide 5482, and "one of us" will call upon you.

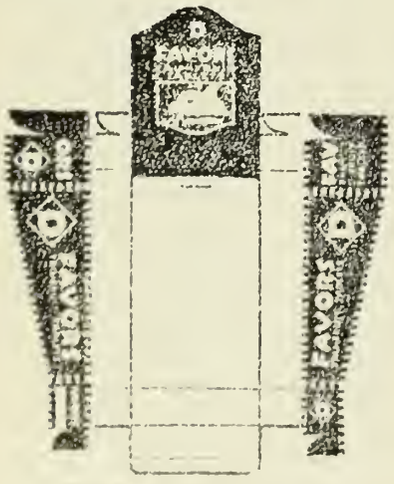
PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA

20 Cents a Copy

NOVEMBER 15th, 1920

$2.50 a Year

The Box that Suggests a Purchase



Delivered Flat to Packers

Prominently displayed on the counter of the drug store, the cigar store or the grocer's shop, this display container invites all who see it to purchase its contents.

Everybody who enters the store does see it, for the store-keeper welcomes this silent salesman, and is glad to give it space on his counter where it will work to best advantage.

For the manufacturer of such goods as confectionery, toilet articles, notions, novelties, etc., it solves the problem of "getting the goods displayed." It's a practical form of "in the store" advertising that the dealer is glad to make use of. It's more—it's a salesman for the goods it contains. And it costs little more than the old form of plain box container, which the retailer destroys or hides out of sight on the shelves of his store.

Possibly such a container would help to increase your sales. We'll be glad to tell you of its many advantages.

Rudd Paper Box

Company Limited Toronto

W. P. Rennie, President

The Buying Power of Maclean's Readers is greater than that of Hamilton, Halifax, Calgary, London and Ottawa COMBINED.

This is a striking significance; as a marketing unit the readers of MACLEAN'S MAGAZINE represents greater purchasing power than these five cities combined.

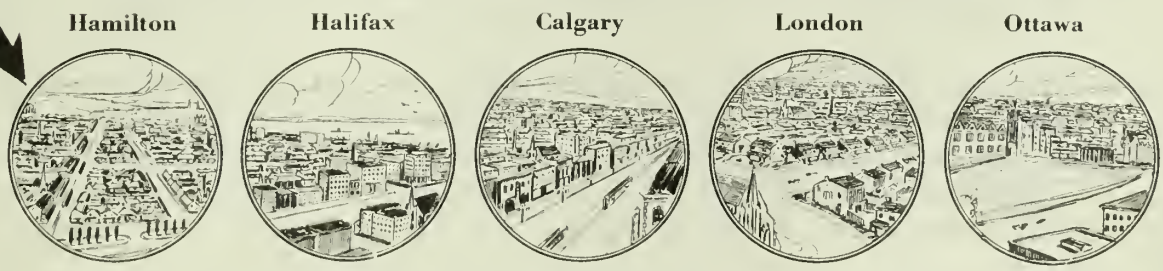
It is greater because numerically superior—and because the readers of MACLEAN'S constitute a *selective* market.

These cities in combination have approximately 75,000 families. The annual volume of retail trade is enormous. Think, then, of the huge expenditure of MACLEAN'S readers —over 75,000 families that are above the average in mentality, progressiveness and purchasing power.

MACLEAN'S market must average at least fifty dollars per month for foodstuffs alone, making a total of nearly four million dollars per month.

Readers of MACLEAN'S have a great confidence in its advertising pages and turn to them for information and guidance in making purchases of table supplies.

Advertising in Maclean's Magazine influences consumer demand, and facilitates distribution in a total of 2,945 communities in Canada from the Atlantic to the Pacific.



Advertising campaigns in MACLEAN'S are efficient, economical—productive. *First choice in Canada.* Complete details upon request.

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

143-153 University Avenue, Toronto, Canada

It was the Advertising Man, not the plumber, who put running water into farm homes

Advertising has done more to revolutionize life on the farms of Canada than any other influence.

The much deplored drudgery of farm life, the hardships borne by the farmer and his wife, the absence of the ordinary comforts and conveniences which are taken for granted in larger centres, the long hours and general lack of efficiency on the farms—all these conditions are fast disappearing, or being improved, by the influence of modern publicity.

The farmer is everybody's customer nowadays. He is buying all the substantial things of life that city people enjoy, and a great many more that most city people can't afford.

If you have an idea that the farmers and small town folks of Canada are possible consumers of your goods, write for a specimen copy of the FAMILY HERALD AND WEEKLY STAR, Canada's National Farm Journal.

A careful perusal of the FAMILY HERALD AND WEEKLY STAR will give you a very clear conception of the existing conditions of rural Canada and will also enable you to observe the activities of other progressive manufacturers who have already launched their publicity campaigns on the rural market.

THE FAMILY HERALD AND WEEKLY STAR has more than 150,000 subscribers—paid in advance yearly. It is edited for the farms and farm homes of Canada—with a sympathetic understanding of the people and their manner of living. It is a proposition worth investigating.

For detailed analysis of circulation by provinces and counties, specimen copies and advertising rates, address

ADVERTISING MANAGER

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

Established 1870

MONTREAL, CANADA

SEMI-MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO-FIFTY A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor. 53 Yonge St., TORONTO

Vol. XIV, No. 16 TORONTO, CANADA NOVEMBER 15th, 1920

INSTITUTIONAL ADVERTISING

An industry is greater than the individual concerns which compose it. Co-operative educational campaigns more effective, less costly, than individual competitive efforts. From an address before the Association of Canadian Advertisers.

By F. T. Stanford
Of the Canada Life Assurance Co., Toronto

THE walls of Jericho didn't fall down until Joshua and his men shouted with *one voice*. The great Tower of Babel failed to become a skyscraper because the people started to talk different languages. If the millions of hogs passing through Chicago could organize their squeal into one loud protest, something would be done about it.

Let us talk about our *business*—our institution—rather than the individual share we have in it. The business is greater than the man; greater than the individual concerns which compose it. Andrew Carnegie said—"The business first—the man second." We heard about his great steel Companies before we ever heard about Carnegie. The Standard Oil Company was a success before the world knew much about the man behind it. The Egyptian Wheat Holding Company had been a going concern for years before Joseph's brethren learned the name of the man behind the enterprise. Let us say, "The Institution first; our company second."

If we become enthused about a great cause, we do not stay at home and speak softly about it. We join the parade on the principal street, and with banners and all the noise possible we make it known that we have something that moves us. We look for the crowd which feels as we do about it. It takes a lot of people to make a real noise, and you will notice they get together before they start anything worth while.

Co-operative, institutional, or associated advertising has now progressed so far that is would seem unnecessary to further advocate it, but while evidence of its utility and proof of its progress as an idea are on every hand, there are so many concerns which *might* undertake it, and so much propaganda attempted which would succeed more grandly under institutional treatment, that we must still treat the subject as being in the realm of the new idea.

Many articles have been written on this subject and we have abundant evidence on every hand of its practical application.

Canadian Co-operative Campaigns

The Canadian Banks used co-operative advertising to win public approval of their change in banking hours. The Paint and Varnish concerns have run a "Save the Surface" campaign, which has all the earmarks of being an outstanding success. Recently, the retail milk dealers ran institutional advertisements for the purpose of getting milk bottles back which were being "hoarded" by their customers. Music houses have co-operated effectively. Life insurance agents in many cities of Canada have united and paid for full page advertisements calling attention to the general need for life insurance. The Optometrical Association of Ontario, representing the oculists, are calling attention to the value of eyesight and the need for guarding it. The Railway Association of Canada has some institutional copy in the newspapers with which we have all become familiar. The farm papers of Western Canada call attention in joint advertising to the prosperity of the farmer and the value of their mediums. The Ontario Association of Architects has called attention to the value of the Architect.

In the United States, the idea has progressed in proportion, and the Association of Railway Executives has done valuable work along this line. The Chicago Board of Underwriters called attention to the wastefulness of fires and the need for fire insurance. The Cypress Manufacturers united in a campaign to demonstrate the value of using cypress in buildings. The fruit growers of California have carried out their well-known campaign for the sale of oranges.

The Doctor individually is not supposed to advertise, yet what excellent work could be done by the Medical Association in correcting abuses, the putting down of quackery, and the elimination of harmful patent medicines. The public would read with respect any institutional copy, prepared by the best men in the profession, and the Doctors themselves would lose some of their fads and notions if they had a programme which forced them to express themselves occasionally in a public announcement.

It is not likely that the total volume of advertising will be lessened by the centralization of a portion of the various advertising appropriations. The tendency will be rather to increase the amount invested in advertising, because many small concerns which now feel overshadowed by thier great rivals, and therefore do not undertake a campaign, will add their

proportion to the general fund and thus swell the sum total by their newly recruited appropriations.

Will Make Individual Advertising More Effective

Institutional advertising will not abolish individual Company advertising but will make that advertising more effective, although there may be less of it. Of what use is the machine gun fire of individual company advertising if the ignorance and indifference of the public has not first been broken down by the heavy gun fire of institutional copy.

There may be advertising managers who fear on personal grounds to hand over all or even a part of their appropriation to a central committee representing the whole of their business associates or competitors. This is an important phase of the question and deserves some attention. An advertising man is justified in viewing with alarm any move in the direction of separating him from his job. But there is hope for the optimist.

In the first place, the operation for the removal of his appropriation may be successful in giving him relief to the point where he can give attention to the follow-up campaign which he has always been "going to" perfect. It might even transpire that, having been found capable over a few things, he would be translated to another sphere of usefulness in his own company; for it is upon the dead bodies of our other selves that we rise on stepping stones to higher things. But if the worst comes to the worst, we shall have to ask the Advertising Manager to immolate himself upon the altar of progress and give up his job in order that institutional advertising may live.

Another objection urged against institutional advertising has been that one concern will persist in staying out of the campaign, and contributing nothing, reaps a benefit provided by all the others. There will always be one man in any line of business, who until overwhelmed by his own folly, persists in remaining on the outside and playing a lone hand, like the boy who stood on the burning deck whence all but he had fled. Somehow I never had much of an opinion of the intelligence of that boy. I think his intelligence was of a rather low order.

Will Cut Out Waste

Institutional advertising will cut out waste—not so much a waste of money, important as that may be—but waste of newspaper space, billboard and street car advertising space. Utility demands that all available space be used to say the vital

Canada's Sons of the Sea
Britain, the Greatest Maritime Power, Supports Her Mercantile Training Ships Wholly by Voluntary Public Contributions, Because it is Realized that the Sailor is a National Asset.
Public opinion demands that this work be maintained.
From the public, then, must come the funds.
The Navy League of Canada
SAILORS' WEEK CAMPAIGN
October 18—23. Dominion Objective $760,000.
Canada Expects Every Man To Do His Duty

thing that needs to be said, and that it be not used so much to push some particular concern. To get music into the home is more important than to advocate some particular make of piano or phonograph. To get the home insured against fire is more important than getting it insured with some particular company. The fact that a working man has the name of a life insurance company impressed upon his mind up to the moment of his death will not benefit the bereaved family unless he had taken life insurance for the protection of his home. The education of the public on questions of health and sanitation is more important than the advertising of patent medicines for their cure.

However, it is not likely that patent medicine advocates will co-

How The Browns Stopped Drifting Drearily Along
Happy Dinners Years Ago
Mrs. Brown Got Angry
Receiving Callers Again
"Better Furnished Homes Mean Greater Happiness"
THE HOME FURNISHINGS BUREAU
TORONTO CANADA

Two current examples of institutional advertising, at top one of the public service campaign type, at bottom one of an educational series to promote the furniture industry

operate for the benefit of the public, and that very fact proves that institutional advertising rests upon the idea of service to the public. The business which can unite in an institutional campaign must have reached a high standard of service, and it has been found that when institutional advertising is being planned, the very best standards of public service are brought forward by each individual company—with the result that these combined standards as expressed in the publicity campaign elevate the whole tone of the business.

Advertising space should be treated respectfully, and only the best thoughts, the best artistic conceptions be placed within it. Advertising copy has now reached high standards. The men who write advertising copy are not often given the recognition they deserve, but Booth Tarkington, as a story writer, is one of the first to get an inkling of the truth. In his book "The Turmoil" he makes one of his characters say—

"I take off my hat to the man who can write good ads. The best writing talent in this country is right spang in the advertising business today. You buy a magazine for good reading. Look on the back of it. Let me tell you I pay money for that kind of writing. Maybe you think it's easy. Just try it. I tried it, and I can't do it. I tell you an ad. has got to be written so that it makes people do the hardest thing in the world to get them to do, and that is to make them give up their money.

"You talk about poems and asseys: I tell you when it comes to the actual skill of putting words together so as to make things HAPPEN, R. T. Bloss, right here in this city, knows more in a minute than Ralph Waldo Emerson knew in his whole life."

Let us get the right viewpoint on this. Editors observe that advertisements reach them with the requirement that they be placed "next to reading matter," but how attractive the advertising pages are becoming! How much brains and ability they disclose. The day is indeed fast approaching when great authors will demand that their reading matter be placed alongside an advertisement.

The Value Of Display

What Editor would not like to make use of the type at his disposal to display his thoughts on the editorial page? But tradition bars the way. He cannot dress his thoughts in proper garb but must follow the lines laid down by custom. At the head of his column is "type standing" which has been standing practically

since the paper was started, and which exhorts him and reminds the public that this particular journal has been established with high motives; and though at first he would have liked to remove the broken type and insert a motto of his own, he did not dare. After a while, however, he does not see the heading, with its subscription rates and motto, the date and so forth, any more than he sees the name of the Company whose calendar hangs on his wall. There are some editors who think of these things, and it must at times be harrowing to them to see how the display advertisement on the editorial page stands out in contrast to their own attempts to get attention. The only time they can make use of their own display is when they need a new foreman for the printing shop, or decide upon a whirlwind campaign to increase circulation. Then they are able to do the thing in the right way.

Advertising along institutional lines gives a new and larger audience. Editorials reflect the opinions of a few men, often uninformed, and news columns are hastily written and sometimes reporters will purposely ignore the truth to save the "human interest." Through the advertising columns the reader will receive the true side of a question, quietly thought out by men who *know* the facts.

It is possible, of course, that an institutional advertising campaign may not be conceived in a spirit of truth and devotion to the public interest and that in consequence the power vested in a business through the combination of advertising appropriations may become harmful. The answer to this appears to be in the fact that you cannot let in the light of publicity without the ultimate effect being beneficial to the public. It is secrecy and mis-information which destroys public confidence. The crooked deal is not likely to rush into print in a wholesale way, and even should a grand attempt to fool the public be made, we may be satisfied that out of the publicity the truth will emerge. It is not uncommon even now to find the published argument of a public service corporation, for instance, exposed for what it is worth in the very newspaper which has printed the advertising copy. This is as it should be and demonstrates somewhat humorously the quality of our newspapers.

Possible Developments

When we have progressed further along this line, and individual businesses have united to educate the public on the first or outstanding features of their service, which is of course the first point of contact with the public, we may expect a further development of the institutional idea.

That is, we shall find these central publicity committees representing big business, uniting in a campaign of education to benefit *all* business. It is but a step from a desire to benefit your business as a whole to desire to benefit the whole of business. Big business could unite to dispel ignorance on the part of the public on great national questions, thus allaying undue alarm and avoiding panic which destroys all business. One of the first campaigns along this line will be to enlighten the public upon the subject of what concentration of capital, and the establishment of "big business" means in the economy of the world. Out of the councils which will agree upon this campaign of propaganda will come the highest ideals, which "big business" will have to live up to. Thus the whole scheme of things will be purified, because you cannot let in the light of publicity without bringing out the truth, and the standards of the inferior or self-seeking business concern will gradually be raised because the united campaign will demand the higher ethics.

We must also remember that first hand information and the best news of the business world will be embodied in these pronouncements, proceeding from the highest authorities, and the news columns and editorials may in time become second in interest to the combined institutional "advertising" of our great service corporations and public utilities.

The outcome of these new forms of publicity will be to place in their proper relation the get-rich-quick schemes and other harmful advertising which flourishes best as individual propaganda. The editorial columns and the news columns will still have abundant opportunity to keep the balance even, and the whole tone of newspaperdom and the advertising profession will be raised as a consequence of these campaigns.

After all, advertising has for its final objective the changing of the public mind from indifference, or the swaying of the public imagination away from wrong conceptions to right thinking. The greatest threat to modern business is misconception, and institutional advertising can in time become a great influence for war or peace, and such public questions as the high cost of living, and the gradual scaling down of prices can be largely solved when intelligence backed by sincerity is linked with the right kind of publicity.

We must admit that the constant sounding of one clear thought will impress the public mind more than a thousand editorials which speak in varied tones and carry local prejudice.

Advertising to Raise Advertising Standards

The call of institutional advertising is strongly directed toward those institutions which have for their object the raising of our standards of business ethics. And for that reason I venture to suggest that this Association of Canadian Advertisers should seriously consider whether they have not themselves a most important message to prepare and launch in an institutional campaign. The objects of this Association are directed toward truthful advertising, and the increasing of public confidence in the printed messages of its individual members. Therefore, this Association has a very interesting opportunity to make doubly effective the individual advertising of its members. When the general public and the newspapers are made aware through forceful institutional advertising what we stand for—and what we will *not* stand for—then we may expect that our individual copy (which by a familiar sign could be linked up with the institutional campaign), will acquire greater weight and be read with greater confidence. Our own ethics will also receive impetus upward, because any individual member whose practice does not conform to the advertised policy of the Association will be called to task by the others whose standard he is attempting to lower.

Let us not expect too much of institutional advertising as a means of immediately increasing business. Its primary object is to increase public knowledge and confidence in business as a whole; to increase interest in and desire for the object, commodity or service advertised. The effect of a broadly conducted campaign will not be difficult to determine and we can ultimately be certain that it has really done all these things. Gradually through combined effort the cost of labor turn-over will be lessened, the calibre of salesmen will be increased, a greater spirit of co-operation between the component parts of the business world will be established, destructive methods of competition will cease, and the whole tone of our business will be raised, with inevitable effect for good upon the public mind. And we must not forget that the time to do educational work is *all* the time; an educational campaign therefore must not be spasmodic. Let us advertise along lines that develop the country as a whole, then we shall all prosper as individuals.

WHY WE ADVERTISE WITHOUT AN AGENCY'S ASSISTANCE

Although most advertisers find advertising agency service valuable and helpful, one who prefers to deal direct with publishers tells why. Recognizes objection to agents being paid by publisher. From an address before the Association of Canadian Advertisers.

By J. L. Davidson
Advertising Manager, Canadian General Electric Company

WHEN a custom has become established, and practically all people follow it, anyone who departs from established usage and goes his own way, becomes marked out from the rest. People think that there must be some deep underlying reason for the departure, and they are anxious to find out what it is.

For instance, it is a general custom in this country that men should wear hats in the streets. One man persists in disregarding the custom and goes bareheaded. People immediately turn and stare, and wonder why he is different from the rest. There may be strong reasons underlying his practice—he may find that going hatless keeps his hair from falling out; he may like the kiss of the wind on his brow—or there may be no strong reason at all. He goes hatless because going bareheaded is a whim. But if you asked him why, he would probably reply "It suits *me* to go hatless."

So with advertisers. It is the common custom nowadays to employ an Advertising Agency to assist the advertising manager of a firm. Everybody does it.

My firm happens to carry on its advertising without an Agency's assistance, and now it is like the man who goes hatless people want to know why.

The only answer I can give is, that it suits our peculiar case to manage our advertising without such assistance.

We have no desire to convert the members of this Association to our practice. We believe that for many of them, the Agency is a very useful ally. We simply say that it suits the Canadian General Electric Co., to dispense with Agency assistance.

Without posing as an authority on such matters, I would say that the advantages of using an Agency are four in number.

1. They have a knowledge of media—newspapers and magazines—born of a long and widespread experience such as no individual advertising manager can have.
2. They have experience in copy writing—along general lines—which comes only from working on varied campaigns. The Agency's experience should enable it to suit space to copy, and copy to space and media, with economy and effect.
3. The Advertising Agency has a knowledge of rates and discounts that only their peculiar position can give. No standardization of rates exists today, and the Agency, dealing day after day, and year after year, with the problem, gets down to rock bottom.
4. The wide experience of the Agency, is so many markets, gives it a fund of selling ideas. It has the results of perhaps thousands of experiments to draw upon, and that means that it knows the things that will work. The fact that it has an outside view-point is valuable—it comes to the case untrammelled by the tradition of the house, and unimpeded by any confusion of vision due to being too close to the problems to be solved.

In view of all these advantages you may well ask why the Canadian General Electric Co., has decided to dispense with an Agency's assistance.

In reply I can only repeat what I said before—it suits us to do so. We decide only our own problem—nobody's else's, and the things that matter with us may be immaterial to many of you.

The first advantage I pointed out was that the Advertising Agency has a knowledge of media which is valuable to any advertiser.

In the ideal agency this no doubt would be a great advantage—but Advertising Agents are human, the same as we all are, and, therefore, not ideal. Let us get down to the root of the problem—who pays the Agency? The publisher. Not the advertiser who nominally employs him. What is the result in the selection of the media? Simply this, that the Agency selects those journals which pay them the highest commission. I dare say that many here present have discovered that some desirable publications are omitted from the list of proposed media which the Agency submits for any campaign. Rates of commission vary. Some journals give no commission to an Agency at all. The result is, that not infrequently they are omitted from the Agency's list. We, of the Canadian General Electric Co., have discovered journals that bring us greatest returns. These we use, regardless of commission or anything else.

The second advantage I quoted was that the Agencies had expert copy-writers. The best copy-writers, artists and layout men are at their disposal, and for general copy undoubtedly they turn out excellent work. But the copy required for the Canadian General Electric Co., is of a technical nature.

As an illustration. Should I have an advertisement for Generators, Transformers, Switchboards, etc., only a man who thoroughly understands these can write it. The man who is advertising baked beans, tooth paste, perfumes and toilet soaps, cannot turn around and write the above mentioned.

It goes to experts—to men who know, and who are highly critical of technical details. The least mistake in description would prejudice such men. The Agency copy man could get such information from our advertising department—but whilst we were describing it, checking and altering his copy—we could write it ourselves.

Furthermore, a large percentage of our advertising, consists of educating the Electrical Dealer and Contractor into better merchandising of electrical appliances. It is a recognized fact that the large majority of Electrical Dealers were primarily workmen, men who served their time as wiremen and electricians, and decided to branch out into business for themselves.

They start by getting contracts to

wire houses, stores, etc., eventually expanding to the extent of opening a small store, generally in a good class suburb. They lay in a stock of appliances with the fond hope that they can immediately find a ready market for them. At once they find themselves up against a new proposition. For example—Selling an Electric range calls for real salesmanship.

The electrical dealer must be drilled into introducing the idea of electric cooking. The luxury and convenience of using an electric range is immediately apparent to any refined woman, directly it is explained to her. But that explanation must be given. To tell a woman that she can come in from the Matinee or Club Meeting, slip on an apron, and cook a complete dinner, without even becoming flushed, is to arouse the first spark of desire for electric cooking. A woman' first objection to cooking is the heat of the kitchen. The electric range is the coolest cooking appliance yet devised. The next bugbear in cooking—as ordinarily practised—is its uncertainty. Very many women complain that they have bad luck in cooking. There is a reason for this, with other types of stoves, and that reason is the difficulty of regulating. The electric range has perfect regulation. Thus when a woman discovers the amount of heat required for a given operation she can duplicate that temperature, day after day, invariably. Room temperature, gas pressure, quality of anthracite, conditions of flues, direction of the wind, humidity or luck, have nothing to do with it. There is 10 per cent. less shrinkage of food cooked electrically than where the cooking is done by a process which hastens evaporation.

Thus we see that the electric range is superior to competitive cooking appliances. Keeping in mind the amount of sales data unearthed for the electric range, we multiply it by the sales data necessary to merchandise Electric Washing Machines, Electric Vacuum Cleaners, Electric Ironing and Sewing Machines and Electric Table Appliances, not to mention Electrical Apparatus, every one of which demands individual campaigns, and I think it is apparent why we of the Canadian General Electric Co., prefer to tackle our own advertising problems.

We believe—perhaps mistakenly, but nevertheless we do believe it—that we understand the peculiar constituency to which we address our advertising. It is not a general one, but, in many ways, a peculiar one. And whilst I quite agree that many articles such as soap, chewing gum, talcum powder, pickles, etc., could be successfully handled by an Agency, yet, as I have said before, our peculiar products are best handled by ourselves.

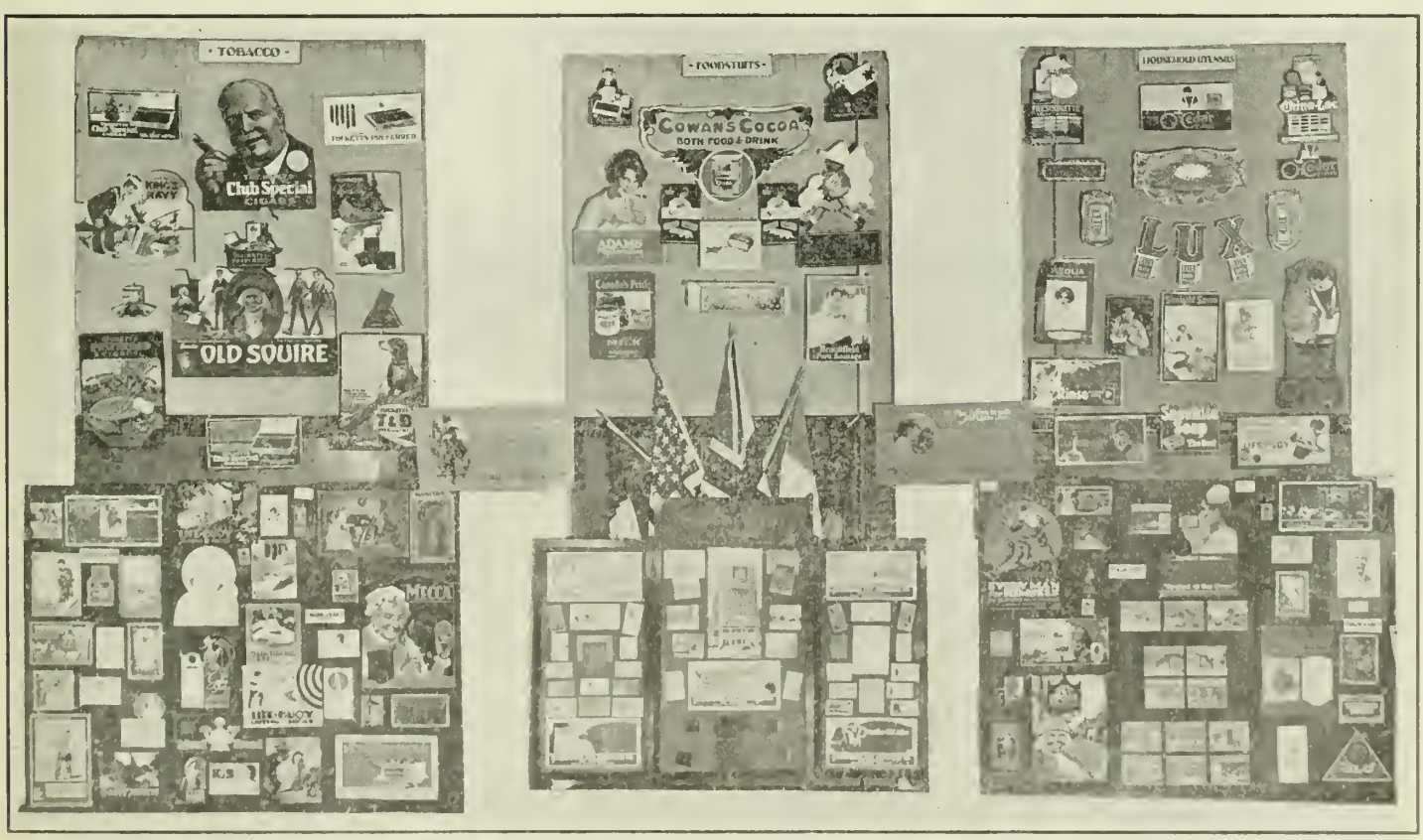
The third advantage in the use of an Agency to which I drew attention, was the fact that through long and varied experience, they have an intimate knowledge of rates and discounts that only their peculiar position can give. Were this always used to the advantage of the advertiser, all would be well.

But Agents, as I said before, are human, and when they see an opportunity to make two dollars instead of one, naturally they do not fail to make the two.

The very fact that the Advertising Agency has such intimate knowledge of rates and discounts is in itself a danger. Very few Advertising Managers can say positively that their Agencies are quoting them rock-bottom rates. There is, I believe, a system of discounts for prompt payment of newspaper accounts. There is often a marked difference between the newspaper rates quoted, and the rates that may actually be obtained. Who gets the difference? The Agency or the Advertiser?

I feel that I am on delicate ground. I will get off it by saying that I have found it less expensive to place my advertising direct than to place it through any Advertising Agency.

Too much, I think, has been made of the fact that the Agency relieves



On this and the next page are shown photographic reproductions of some sections of the exhibition of advertising which was a feature of of the recent meeting of the Association of Canadian Advertisers. While the detail of the various specimens could not be shown clearly, the photographs suggest the varied and interesting character of the specimens and their effective arrangement, grouped on panels of uniform size and design.

the advertising manager of the work of checking his insertions and space.

In most firms it is not a very large undertaking. My own practice is to have our printer set up type, and make mats, which we send out to the various newspapers and magazines we use. In this way, we are sure of our full space, the type we want, and the display we want. The work of checking insertions is done by a couple of girls in their spare time.

The last advantage of the Agency I said, was that its experience in so many markets gave it a fund of selling ideas and knowledge of merchandising that should be valuable to the Advertiser. I do not know your experience, gentlemen, but it seems to me that the very position in which the Advertising Agent is placed, due to the fact that he is employed by one man and paid by another, greatly reduces the amount of service he is willing to render.

If I engage a lawyer, I pay him for his service—he is responsible to me because I pay him. If I employ a doctor, he is responsible to me because I pay him. But if I engage an Advertising Agent, whilst nominally he is responsible to me, he is also responsible to the publisher—*because the publisher pays him.*

His remuneration is determined by the amount of money he can get me to spend. Every additional One Hundred Dollars I part with puts Fifteen Dollars or more in his pocket

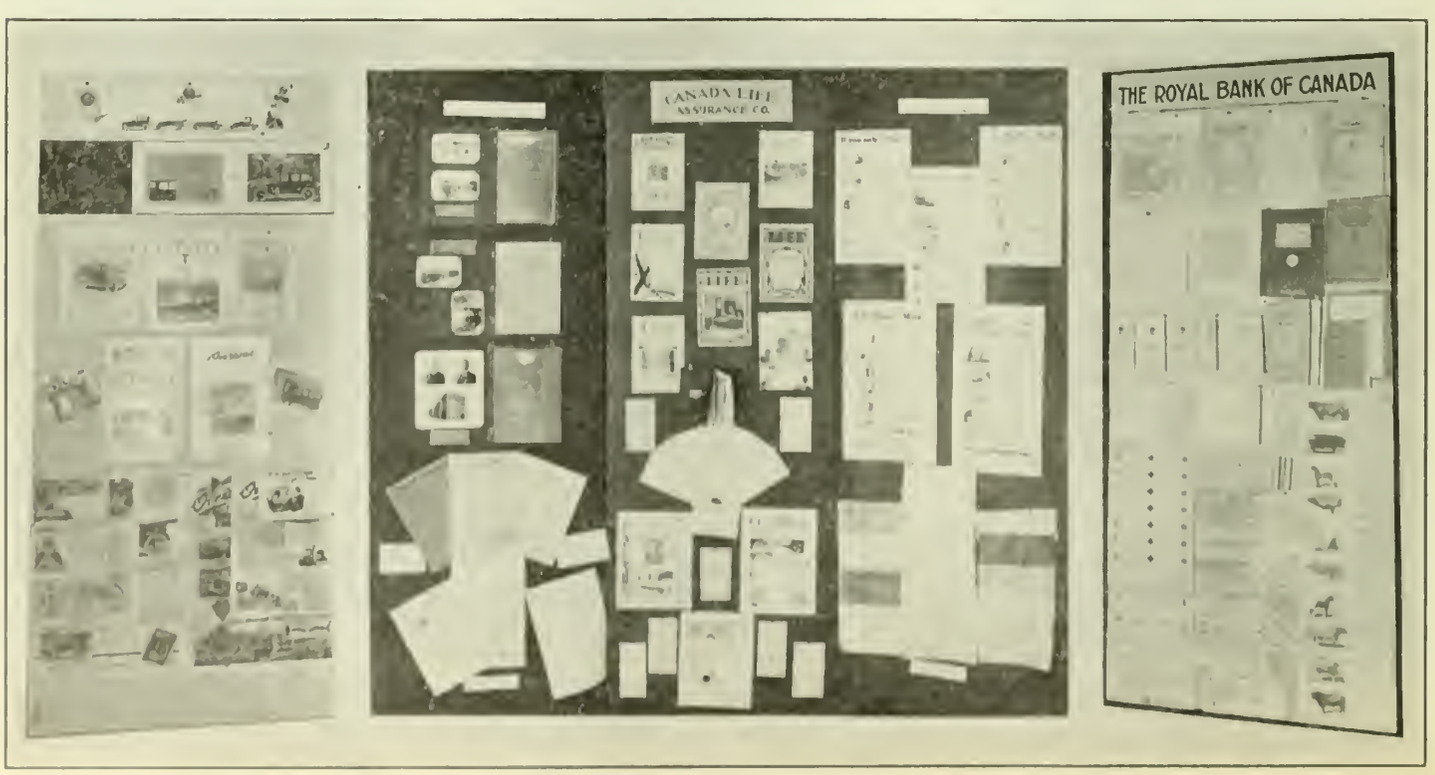
We get what we pay for. If we pay the Advertising Agent a certain sum for Service, we have a right to expect Service; but so long as he is really paid as a space broker we can expect to get space.

An ideal way, it seems to me, is that practiced in England—so I have been told.

There, the better class Agencies work only for the Advertiser. All commissions and discounts from periodicals are passed back to the advertiser, who is charged a Service fee—either a lump sum for a particular campaign or a retaining fee. This system leaves the Agent untrammelled and unbiased; it does away with the client's feeling that the Agent is persuading him to take more space, so that his commission may be increased. The advertiser knows what he has to pay—he never fears that the Agent is cutting prices behind his back.

If the Agent fails to make good, he is dropped. He serves one master instead of two, and it is up to him to make good with the one.

I began saying that when most men go hatted the man who goes without a hat does so because it suits his particular case. The Canadian General Electric Co., departs from the accepted custom of using an Advertising Agency because it suits their particular case to do so. We have no desire to convert others. We believe that every firm has peculiar problems that must be solved in a peculiar way. We can speak only of things as we find them, and that, I have endeavoured to do.



BUSINESS INACTIVITY CONSIDERED TEMPORARY

Unwillingness, rather than inability, to buy the reason for present dullness. Pessimism not warranted by underlying conditions. Many cheerful factors. Marketing's monthly review of the business situation

DURING the past few weeks, it must be frankly admitted, there has been a certain slowing up of business. This condition is not due to any definite cause. It is impossible to lay a finger on any one thing, and to say that this is the reason for the existing state of affairs. It is, as a matter of fact, something far other than that; it is a matter of the psychological effect of thoughts upon acts.

There has been a growing feeling that prices were going to decline. There has been no very definite reason for this opinion. It has been largely a case of the wish being father to the thought. But the fact remains that there has been this feeling and that it has had a most definite influence on the situation. Potential buyers have simply ceased buying, with the result that the merchant seeing the same goods on the shelves from month to month has grown nervous and begun to cut prices. Now the more prices have been cut the more firmly has the public been convinced that other and more striking cuts were coming. So just as in the old days of advancing prices, we see things moving in a circle. Only in the one case there was a feverish impulse to buy because always at the back of the mind was the idea that if it were not bought to-day, to-morrow it would be dearer, while now there is an element of hesitation, because of the possibility that to-morrow things may be cheaper. It seems a small thing, this almost intangible impression that has swept over the public, but according to the general manager of a large departmental store, it is in itself something very tangible. The whole difference between good business and bad is just to be found in that little item of uncertainty, and at the moment this is operating against the seller instead of for him.

Lower Prices Looked For

Of course there are certain definite instances that give the consumer some ground for this belief. Take the sugar situation for instance. The public is fully convinced that because sugar has been selling at ruinous prices in the United States, that therefore the manufacturers here have been making unheard of profits. The facts of the case are of course entirely different. It is the old question of supply and demand again. When it was operating against the consumer he was inclined to be suspicious of it, now that it is operating in his favor he does not recognize it. Sugar has been tumbling, because there was an over supplied market, and not because the refiner was making too much money. Every decline means an almost ruinous loss to the manufacturer, but it is something that has to be until the market is once again able to recover. The difficulty of the situation is that this spectacular decline in sugar has still further unsettled the minds of buyers, who see similar conditions about to arise in every other line of goods. It is complicated too by unsettling despatches from across the line, that tell of cotton declines and declines in other commodities.

Now this news may be entirely true, and yet may have only the slightest bearing on the Canadian situation. The United States market certainly has its influence on conditions here, but not to the extent that the average reader of such despatches imagines. For instance there is the report of a 20 per cent. decline in cotton. The consumer on this side of the border at once looks for a similar decline on this side of the line. But the fact of the case is that prior to that decline, cotton in Canada was between 20 and 30 per cent. cheaper than in the United States, so that the report did not indicate a new market situation developing at all as far as Canada was concerned.

Canadian Prices Not on Highest Levels

Canada as a matter of fact has been one of the lowest markets in the world, something that the consumer has completely failed to realize and that this fact must be taken into consideration in any judgment in regard to relative conditions between Canada and the United States. The same price declines are hardly to be expected because to start with Canadian prices more nearly conformed to primary market conditions. None of these things have actually been taken into consideration by the public. It has considered only the fact that sugar has declined with a rush, that such and such a despatch from across the line speaks of a decline. Therefore declines are the order of the day, and therefore this is a good time to sit back and wait.

It is this attitude that is creating, for it is a matter of creation, the situation that exists in business to-day. There is this probable remedy. Eventually sugar is going to reach its level. Indications are not wanting that it has pretty well reached that point now, just as flour after a series of fluctuations, has reached a steady basis. When this time arrives, there will be a change in the situation again. The waiting of the customer will not mean further declines, and little by little the consumer, grown used to the idea of a steady market price, is going to begin buying again. This is the situation as it appears to many well informed business men. They see in the present market no actual presentation of market conditions, but merely the indication of the public temperament.

Pessimism Not Warranted

In the United States, where all these temperamental changes are seen in a more exaggerated form than in Canada, there has been a very widespread fear of approaching hard times. There has been nothing there either in the general situation to warrant these fears, but as in the case of Canada, though in an exaggerated degree, these very fears are having a tendency to bring about the very condition feared. In this regard, however, there has been one factor that cannot be overlooked. The history of presidential campaigns has been a history of unsettled business conditions, and usually their conclusion has seen a very marked change for the better. Already there has been some indication of this improvement, so that Canada will not in the future have this excuse for pessimism.

As a matter of fact, the bulk of the uncertainty ends with the consumer. The trade as a whole from manufacturer right through to the retailer

is viewing the situation with confidence. They are passing through dull times, they are ready to admit this fact, but they have a reasonable confidence that better times are not far distant, and they have every reason to believe that the dullness of the situation is merely a passing phase. Some of them have passed through hard enough times owing to the drastic restrictions on credit imposed by the banks, but the fact remains that there have been practically no failures recorded, which is a better indication than anything else could be of the essential soundness of business. Collections, according to the reports of wholesalers in a variety of different branches of trade, were never better than they are at the present moment, and there can be no better criterion of business soundness than this very fact. One large hardware wholesaler states that of some two hundred odd city accounts less than ten per cent. owe a dollar. They claim too that while there are variations from this standard in different sections of the country, owing to local conditions, that taking it as a whole this pretty well represents the general situation of their business. From all the wholesalers there comes information of a somewhat similar character. Credits are sound and payments are prompt. At the present time the curtailed business means that the overhead is an added burden, but there is every confidence that this is but a condition of the moment and that the Canadian trade is well through this dull period, and that a better buying movement is in sight.

Cheering Factors

One of the cheering factors of the present situation is the increased efficiency of labor. Waste has been eating like a canker into Canadian business life as it has into that of many other countries. Despite the growing increases in wages production has been steadily falling behind. One large manufacturer tells of conditions in his plant where the prices of his goods were so high that there was not a market for all that they could produce. They decided to cut down their staff as the only way of limiting production within selling bounds. Five hundred men were discharged. One month later making up their returns they discovered that their production instead of declining had actually, with five hundred less workers, improved. The workers had come to the conclusion that their jobs was dependent on a reasonable measure of production. This evidence pointed to the solution. With the lowered overhead the company was able to sell its goods at a price that made business possible. The contention of some labor leaders at the present time, that any decrease in wages should be the last thing considered, not only because of its effect on the laborer, but because of its effect on the market, is certainly worthy of consideration. Most manufacturers are more or less in accord with the idea that wages should be maintained at somewhere near present standards. There is certainly no concerted wish to drive wages down. But there is a very decided felling that labor's productiveness must be improved, if labor's wages are to be maintained.

That then is the crux of the situation, a general bettering of output. There is only one other alternative, a general lowering of wages, and a lowering of wages will, as the labor leaders claim, bring its reaction. But the improved production will bring the result without the reaction. But it is not only this general lowering of production that has been cumulating for some years past, wherein waste is represented. There is the other fact of indiscriminate buying. People have been buying beyond their needs. They have developed the idea, that a high price necessarily denoted quality. They have been anxious to spend money quite without considering whether they were getting any real return for it. This has engendered a certain fictitious prosperity. But it is unquestionably prosperity based on awrong premise. It represented a waste that a young country could in no way afford. This situation has begun to remedy itself The fear of possible hard times is leading people to buy more nearly within their means and more nearly according to their actual requirements. This is another factor in producing a certain dullness but it is certainly a factor that gives ground for satisfaction rather than regret. Fictitious market conditions, represented by this type of buying, could not but be a danger.

As conditions stand at the moment, it appears that the business of the country is facing a certain period of dullness. But to conclude therefrom that we are face to face with hard times is an error of judgment. Canada is essentially an agricultural country and is at the present time looking forward to the marketing of a generous crop that represents the creation of millions and hundreds of millions of new wealth. Withsuch conditions any set back to business can only be of the most ephemeral character.

PRINCE OF WALES
Before the Days of Dollars and Cents.
IF it seems difficult in this day to turn our Canadian dollars into terms of pounds, shillings and pence, imagine the confusion back in 1858 when the Canadian Government adopted the decimal system and business first had to be done on the dollars and cents basis. One of the first commodities to be bought for the new money the now familiar dollar was Macdonald's tobacco
For at that early date was also established by Macdonald's a new standard in tobacco which has become almost as familiar to Canadians as the currency itself
The Tobacco with a heart
MACDONALD'S

Not in a long time, if ever, has a tobacco product been advertised in Canada as effectively as in the new Macdonald campaign, now appearing in a large list of newspapers and farm journals. The character of this copy in conception, design and text, is a refreshing departure from the crudities which have marked so much of the tobacco cigar and cigarette advertising in Canada in the past. Passing by the frank display stunts and designs boastful generalities and extravagant displays which are the last resource of impertinal copy-writing, the Consolidated Advertising Service, responsible for this new series, has developed a variety of historical subjects in illustrations and text of exceptional human interest, in a way befitting the character of the Macdonald firm. The history of the Macdonald Company is rich in associations of uncommon interest affording a wealth of material for advertisements of an exceptionally high order, of which advantage has been taken in this series.

BUSINESS MANAGEMENT

COMMENT AND SUGGESTION ON PROBLEMS OF PRODUCTION FINANCE AND SALES; INVOLVING PRINCIPLES AS WELL AS METHODS

Edited by E. ST. ELMO LEWIS, Astor Court Bldg., 18-20 W. 34th St., New York, U.S.A.

All Communications Relative to this Department should be Addressed to Mr. Lewis. Please use your Business Letter-Head. Comment on any phase of the Subjects Treated in this Department Solicited from Readers

SELLING YOURSELF

THOMAS BALMER, the famous advertising director, told the following stories:

"On one occasion I was called into a union suit manufacturer who had been conducting a considerable campaign in publications which I represented. He said that all of the work that he had been doing, had produced satisfactory results in certain territories, except one, particularly where there didn't seem to be any appreciable growth. I asked him what kind of a man held the territory and he said,

" 'Oh, the man there is one of our oldest employees, in fact, is interested in the business.'

" 'Is he a successful salesman?'

" 'Yes, he has been very successful. He has been one of the most consistent producers we have.'

I expressed a desire to have a talk with him, and some two or three weeks after that, on a second visit to the city, through an arrangement with the head of the house, I called on him, so as to meet the salesman.

I found him to be one of those conventicle types of men, a long, narrow, pale face, a bulging forehead, soft spoken, with a sort of stinging whine in his voice. I sat down opposite to him, looked him in the eye and said—"Do you wear union suits?"

He said, "No."

I turned around to the head of the house and said, "There's the reason you don't get business from that territory."

* * *

The Blanke Coffee Company, St. Louis, is one of the largest concerns selling coffee direct and through the jobbers and dealers. They have a considerable number of men. They had been conducting a campaign through the magazines and publications for some time.

I was called before the sales organization on one occasion, to deliver an address to them, and I found some of the men rather opposed to advertising, as they apparently thought that it was taking something out of their salaries. Others were most enthusiastically in favor of it.

The first thing I did when I got on the platform, I said,

"How many of you men use Blanke's coffee."

Of course, about 75% of the hands went up. I said, "I venture to say that a majority of those who don't use it are the men who are complaining most about the condition of business in their territories."

Then I asked those who didn't use it to hold up their hands. Some of them had to be spotted in order to get them to hold their hands up. I had their names taken and I sent them over to the Sales Department to find out what their records were.

Then I turned around to the Sales Manager and said, "What man in this audience is the man who produces the best results in his territory for the time he has been in it."

The Sales Manager very quickly picked out a man who sat about middle way down in the hall, and I asked him to come up to the platform. I said,

"Do you use Blanke's coffee?"

"You bet I do."

"Do you get your friends to use it?"

He said, "You bet I do."

"How do you sell it?"

"Well," he said, "you see I talk to a man about Blanke's coffee first, and about its selling proposition, and then I demonstrate to him that it can't help but sell, because it is good coffee."

I said, "How do you demonstrate it?"

"Well," he said, "you see I make some coffee for him."

"Make some coffee? Do you make coffee for a man right in his store?"

He said, "You bet I do."

Well this seemed very interesting and suggestive, so I pursued the subject further. It turned out that he had a little spirit lamp with him, and made arrangements to prepare a cup of coffee for the grocer himself, especially if he found the grocer was a coffee drinker. He prepared it in the proper shape, made an appetizing cup of coffee, and when he got through, because he had taken special pains with it, and because he knew how to make a cup of coffee, he got the man so thoroughly imbued with the idea that Blanke's Coffee was the right coffee, that he couldn't help but buy it.

That's what I call intelligent selling enthusiasm.

NOW listen to the howling misery of the Profiteer, to the groans of the fat, "soft" salesman as he grabs for his sample case, to the protesting peevishness of the whole gang who have to go back to work — for prices are tumbling, and a dollar will soon bring more than fifty cents worth of goods and decent service.

A DEFINITION OF GRAPHIC SALES CONTROL

The following definition by Mr. C. E. Knoeppel on "Graphic Production Control" gives my idea in definite shape as to how to control the activities of the sales department through graphic charts. I have made a slight variation in Mr. Knoeppel's definition in a way, and I have indicated these changes by putting my own words in parenthesis.

"Graphic Production Control) is that mechanism which provides a means whereby through visualization or graphical presentation, all details in connection with production (sales advertising, and sales promotional activities) can be intelligently planned in advance and efficiently dispatched; whereby each machine, man or gang can work with reference to all the other machines, men or gangs (whereby each territory is shown in its productive capacity and in its sales realization, each salesman and each sales division and each line in each unit of production or sales commodity is shown with reference to all the other territories and units of commodity, etc.): whereby the shop management can, (whereby the sales manager and advertising manager can) through advance knowledge, provide the necessary elements in the way of materials, machines, tools, drawings and labor." (Whereby the sales management can, through advance knowledge, provide the necessary funds, advertising, directions, instructions, and information, in order that the salesmen on the road and the sales organization at large may be maintained at its highest stage of occupational efficiency).

It would appear from the howls that are going up all over the country from the slackening trade that many sales managers have been caught in the position of the gentleman whose nether garments were in such position as to greatly impede the operation of his pedal extremities; yet I rise to ask why he should feel badly about it when he has been warned for the last two years, that the slackness of the aforesaid nether garments was likely to produce locomotion paralysis when he would most need the speed

Ten Tests of
OFFICE EFFICIENCY

By Herbert N. Casson.

How Far is Your Office From 100% Efficiency?

1.	Are its Figures Correct?	10
2.	Are its Letters Free From Errors?	10
3.	Is it Well Equipped?	10
4.	Is it Light, Clean and Warm?	10
5.	Is There Enough Supervision and Inspection?	10
6.	Does it Classify its Data?	10
7.	What Does it Do to Help the Works?	10
8.	What Does it Do to Help the Salesmen?	10
9.	What Does it Do to Please its Customers?	10
10.	Is the Staff Keen, Loyal and Competent?	10
		100

ONE HOUR'S WORK

In one hour, a quick office worker can—

1. **Open and classify 200 letters, or,**
2. **Enter 200 orders of five items each, or,**
3. **Handle 2,800 items on an adding machine.**

Do Your People Equal It?

The Importance of Management

The Plumb Plan recognizes the management. Under the plan the surplus, if there is any, is divided one-half to the Government, one-half to the workers, but twice as much goes to the brainworker, according to his salary, as to the hand worker.

A suggestion for sales managers: Prof. Wilcox of Cornell, says; "The man of 30, with a good wife, has twice as good a chance of living to see 50 as the man with no wife."

* * *

How Do They Do It?

The inequalities of burden imposed by the income tax in the United States is raising all kinds of opposition. Only a small numerical part of the country pays a tax. An instance. In Virginia they have a State income tax with $3,000 exemption. In 1919, there were less than 10,000 returns, but 94,000 automobile licenses were issued. 84,000 people have found a way to keep autos on less than $3,000 a year. This is an excellent pointer to auto manufacturers.

* * *

There is just one thing we want to see done—teach these three things—

Before you have any *rights* you must perform your *duties*.

Before you get *paid* you must *produce*.

Every man must produce more than his *keep* or he isn't doing his *share*.

Extending the Sphere of Dealer Co-operation

In three of the five or six leading newspaper "circles" in Canada, the advertiser now can secure effective dealer co-operation *as a part of his advertising campaign.*

The Retail Merchants Globe, the First Paper of its Kind in Canada (trade mark regd.), heartily welcomes two newcomers into the field of retail co-operation. Each of the new papers will circulate from an important centre over a radius not now occupied by any Merchants Co-operator.

The publication of Monthly Merchants Newspapers by the Manitoba Free Press and the Ottawa Citizen means that newpaper advertisers now *without cost,* can get their advertising and selling stories before the whole retail trade of the Province of Ontario and of the Middle West.

These Retail Merchants Co-operating Newspapers take up your sales work where the traveller leaves off, and carry it on to meet your consumer advertising.

They make a monthly call on all the retail trade for you, and all other advertisers. They show the advantage of pushing the advertised brand, such as yours.

Without cost to you, they reproduce your daily newspaper advertising, and tell the retail merchant intimate facts of your product and selling methods and why it is in his interest to push your line. *They advertise you as an advertiser.*

More than 2,500 merchants in Ontario subscribe for the Retail Merchants Globe by the year, and pay a higher per copy price for it than that of any daily newspaper. Thirty-five hundred more receive it under stamped mail every month. Through the quality and completeness of its contents, it has become a well-established Merchants Newspaper.

This is the Merchants Newspaper which offers free co-operation to general advertisers in The Globe. This is the SUPERSERVICE which Globe advertisers receive without cost.

From The Globe, the Manitoba Free Press, or the Ottawa Citizen, or any of their Branch Advertising Offices, full details of "100% Dealer Co-operation" can be secured. An inquiry will pay you.

W. G. JAFFRAY
President

The Globe
TORONTO

Wm. FINDLAY
Bus. Mgr.

Member Audit Bureau of Circulations

UNITED STATES
Verree & Conklin, Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.

Highest subscription rates in Toronto. Carries more General Advertising than any other Toronto paper.

CANADA
EASTERN OFFICE
303 McGill Bldg., Montreal, Que.
J. R. Hamilton, Mgr.
WESTERN ONTARIO OFFICE
25 Hughson St. S. Hamilton,
J. P. McBride, Mgr.

GREAT BRITAIN—T. R. Clougher, Royal Colonial Chambers, 17 Craven St., London, W. C.

BROTHERHOOD

It's the kindly hearts of earth that make
This good old world worth while.
It's the lips with tender words that wake
The care-erasing smile.
And I ask my soul this question when
My goodly gifts I see,—
Am I a friend to as many men
As have been good friends to me?

When my brothers speak a word of praise
My wavering will to aid,
I ask if ever their long, long ways
My words have brighter made.
And to my heart I bring again
This eager, earnest plea,—
Make me a friend to as many men
As are good, staunch friends to me.

—*Nixon Waterman.*

The Passing of the Bargain Idea

LOOK into any retail business, large or small, and it will be found that it is governed by either one or the other of two basic ideas:

First—The Bargain Idea.
Second—The Idea of Service.

The *Bargain Idea* is put first because it is so old historically. It goes back to dim centuries when the merchant was a peddler, selling from a pack at markets and fairs. His profits depended largely on the gaudiness and apparent cheapness of his goods, and his skill at double-dealing. Of course, his methods were such that nothing but improvement was possible. Yet the merchant of to-day who is wedded to his *Bargain Idea* still underrates public intelligence. He assumes that *penny-saving* is the chief object of people purchasing goods. He centers effort on buying merchandise that will be tempting by reason of the bare prices he can mark upon it. Value and quality are taken into account last of all—*sometimes never*. This sort of merchant offers the public a disconnected string of "price sensations." Yesterday it was marked-down ribbons, to-day bargain shoes, to-morrow a terrific slaughter in clothespins. Everything is haphazard, and stocks have little relation to the wide needs of the modern family.

But a merchant guided by *The Service Idea*, on the other hand, has a broad conception of the public's intelligence, sees his community's needs as a whole, and understands his own function in it. He knows that customers weigh points of value as well as prices—purity, durability, appearance, convenience, originality. He searches the world for the latest and most beautiful products. Even though he has but a small establishment, his stocks will be complete, *representative*, adequate to meet the whole demand in his line of the average family, and they will be maintained with a view to progress in that line. Shopping is made agreeable. Growth and reputation comes from customers' satisfaction after goods are in use and price forgotten.

From its foundation, the business of Marshall Field & Company, has been governed by this *Service Idea*. The public's discrimination, intelligence, and appreciation of true values have not only been understood, but have been the chief force in shaping this business.

The old *Bargain Idea* is still deeply ingrained in American merchandising. It dominates nine retail concerns in every ten, and is subtle commercial fallacy, difficult to keep out even where a business is rigidly held to principles of Service. Ideals may be clear, yet doubts arise. Some rival, appealing to the public on cheapness alone, may seem to be gaining an advantage. In a given case there may be a feeling that the public cannot be trusted to distinguish value. There is always the temptation to rest the case on cheapness just this once, let value take care of itself, and cater to the desire for crowds. That tendency has to be fought constantly, consistently and vigorously.

But the *Bargain Idea* in its general acceptation is certainly passing away. If an article said to be worth a dollar is offered at seventy cents, there is exactly thirty cents in value missing somewhere. Haphazard bargain-hunting is steadily giving way *to intelligent, constructive, economical* buying for the needs of the home.

As understood by Marshall Field & Company, that *only* is service which effects genuine economies for the customer and facilitates the work of shopping. Selections in every section of this store are ample, representative. Stock is so arranged that practically all requirements for man, woman, child, or home may be bought here with the least expenditure of time and energy. *Sound values are so adjusted to reasonable prices* that there is a saving of money, *true value considered*. The customer confining purchases to the establishment of Marshall Field & Company all the year around will be able to figure definite savings over anything that could be effected by indiscriminate bargain-hunting. At the same time, in the normal adjustment of their great stocks day by day, remainders of goods are constantly being sold at reduced prices, without resort to sensational methods.

That is *The Service Idea* governing this store, and for nearly half a century the business has grown up on it.

—*Marshall Field & Co., Chicago.*

* * *

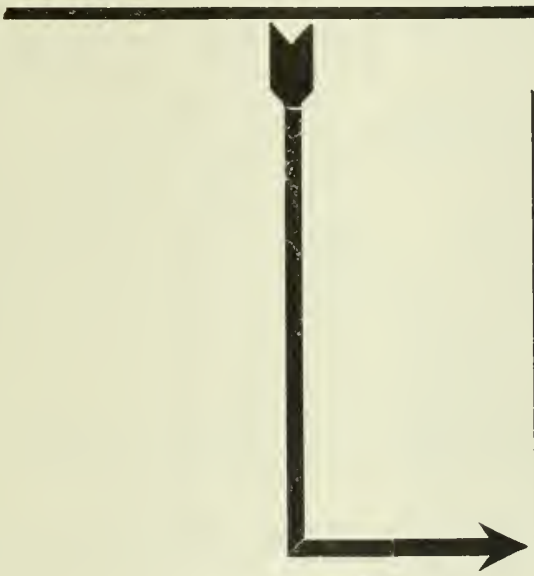
An Optimist *anticipates*
A Peptimist *participates*.

Part of an
Advertisement of

Wood, Gundy & Co.

Toronto, Montreal, New York, London

Appearing in
Eastern Publications



Saskatchewan---

A Province of Inherent Wealth

Saskatchewan has played an important part in gaining for Canada her place amongst the great wheat producing countries of the world. In 1915, 56% of Canada's bumper crop was reaped in that province. This year estimates say that 136,000,000 bushels of the Dominion's total of 289,000,000 bushels will be produced there.

The Value of this Province's 1920 Wheat and Oat Crop Alone is Estimated at $400,000,000

This natural wealth constitutes one of the reasons that Saskatchewan bonds rank high in investment circles.

The above extract from an advertisement of one of Canada's largest financial houses is only ONE REASON why you should place your proposition before the public of Saskatchewan.

There are Many Other Reasons and Two of Them Are

The
Morning Leader
Regina

and

The
Regina Daily Post
(Evening)

The Two Publications That Cover Their Field

Eastern Representative: E. J. GUY, 302 Royal Bank Building, TORONTO

Norval Hawkins Experience with the Solicitor

I PUBLISHED an advertisement in one of the national weeklies, as a test. Its appearance was the signal for the advertising managers of several other publications to write me and assert the superiority of their several advertising mediums over the one I had chosen for my test. Not a single one of these letters was based upon a plan of real salesmanship service to me.

I was able to stop the importunities of all these so-called advertising experts by writing them the simple fact that I was prepared to buy advertising service from any man who would show me definitely and specifically, a way to sell my book, that would give fair promise of being more successful than the methods I was using myself. I added that my own sales plan had been self-sustaining from the first month and had steadily increased in profit earnings every month thereafter. I stated, however, that I should not require from advertising such immediate profits; but that I should expect to be shown some reasonable assurance of ultimate profits. None of my correspondents considered me worth following up any further. As a consequence, not being an expert advertising man myself, I have been compelled to go ahead with nothing but plain salesmanship to sell out two complete editions of "The Selling Process" in the last eight months.

I am not a hard-shell; I don't want any so-called advertising man to regard me as his particular oyster. It will not be necessary to open me up to the value of advertising service. But I shall demand to be shown that I am going to be fed and not fed upon.

None of my comments on the proffers of help in selling my book are personal to any one in this audience. The letters to which I have referred all come from out-of-town advertising offices. No Detroiter was guilty of such a display of ignorance of salesmanship. On the contrary, Detroit advertising agents haven't offered me their service at all. From this I judge that they are all so busy, and all are making so much money, that they don't want any new clients. Evidently, therefore, there is ample room in this field for all of you who now are students of advertising and who contemplate entering the profession in Detroit.

In contrast to the experience I have had with regard to the sale of my book, I am glad to report some instances of real sales service from an advertising agency which has proposed to co-operate in the marketing of baby carriages manufactured by a company of which I am president.

—*Norval A. Hawkins.*

* * *

The Barber Told Me

A workman came in to get his hair cut. It was in the middle of the afternoon. When he went back to his job the foreman asked: "Where have you been?" "Been to have my hair cut," said the workman. "What right have you to go in the firm's time?" demanded the foreman. "Why not?" replied the workman. "Don't my hair *grow* in the firm's time?"

—*Herbert N. Casson.*

Do You "Believe" or Do You Know

In every Court of Law the witness is told—"Tell us what you know, not what you believe."

The other day a Manager was cautioning his Sales Manager against "hunches" based on what he believed.

We can indulge our beliefs about the hereafter, but not about the Here.

The business creed of success begins—"I Know"—and the world belongs to the man who knows. Authority flows to him as naturally as the river to the sea.

The master knows *now*, not tomorrow, this afternoon, "in a minute," but *now*. He alone is the controller of his destiny and the destinies of those for whom he strives.

* * *

The luck in losing is in finding out how to win.

* * *

If you would have nothing to regret leave nothing to regret.

* * *

An early start may not bring the end nearer but it gets you there sooner.

Your Dollar and Where It Goes
When Spent For
Rogers Peet Clothes

(Based on 6 months actual experience)

MATERIAL—Cost, less cash discount		$ .2661
LABOR—Wages for making and Salaries for selling		$ .4862
RENT		$ .0720
TAXES—Federal and State		$ .0362
MISCELLANEOUS:		
"Moneyback"	$ .0073	
Delivery and Freight	$ .0072	
Postage, carfare, etc	$ .0060	
Containers, twine, etc	$ .0053	
Printing and Stationery	$ .0050	
Fixture depreciation	$ .0029	
Building repairs	$ .0018	
Insurance	$ .0016	
Bad debts	$ .0012	
Telephone	$ .0008	
		$ .0391
ADVERTISING		$ .0183
PROFIT of manufacturing, wholesaling and retailing combined—all that's left to pay dividends, and accumulate a surplus to insure our business future		$ .0821
		$ 1.00

The above was carried in large space in all dailies and at the top of a circular letter to charge customers

Young and Experienced

THE experience of an agency is no more or no less than the experience of the individuals comprising its organization.

An agency old in years may have an organization comparatively young in advertising experience, while an agency young in years may have a very seasoned organization.

The latter can be said of The James Fisher Company.

While a new agency, our organization is second to none in Canada in advertising experience.

The manufacturer who places his advertising in our hands will get the guidance and benefit of sound, seasoned advertising advice plus a virile, thorough, modern advertising service.

And our ***ideas*** and ***ideals*** in respect to advertising agency service merit the consideration of those who desire to get the most out of their advertising appropriations.

A Co-operative Agency:

James Fisher
W. H. Bowman
E. W. Reynolds
W. M. Chisholm
J. W. G. Clark
Wm. Wright

Service with Sincerity

The James Fisher Company Limited
ADVERTISING
386 Yonge Street, Toronto

"I Envy You Your Power With the Public"

Said the President of the United States to Edward Bok

"When do I get the ear of the public? In its busiest moments.

"My messages are printed in the newspapers and read hurriedly, mostly by men in trolleys or railroad cars. Women hardly ever read them, I should judge.

"Now you are read in the evening by the fireside or under the lamp, when the day's work is over and the mind is at rest from other things and receptive to what you offer.

"Don't you see where you have it on me?"

Thus did Theodore Roosevelt, while President, explain the power of the magazines to influence the public,

as reported on page 273 of the autobiography of Edward Bok, just published

Published for its interest to Advertisers by the following Canadian Magazines

Canadian Courier
Canadian Home Journal
Canadian Fashion Quarterlies
Everywoman's World
La Canadienne
Maclean's Magazine
Western Home Monthly

The Advertising Reserve and Taxation

SEVEN years ago I recommended to my firm the creation of an advertising reserve fund. This fund was to be created by crediting our advertising surplus accumulated when business was easy to get, and the full appropriation was not required to maintain our sales volume, and to be drawn on when sales required extra effort and development of new fields.

I drew the obvious analogies with the factory reserves for obsolescence and depreciation, bad credits, etc.

It was too new. I was a poor salesman.

It is now the general practice wherever the more scientific methods of procedure govern the advertising and selling activities.

The other day, A. Roy, G. Owens, Vice President, Lakewood Engineering Company, Cleveland, O., sent me a copy of this letter.

Hon. Joseph W Fordney,
Chairman, House Ways & Means Committee,
House of Representatives, Washington, D. C.

Dear Sir:

It is a well-known fact that during times of business depression it is the tendency of manufacturers to curtail their advertising appropriations and expenditures. It is also well-recognized that this is the time when appropriations and expenditures for advertising should be increased.

The progressive, wide-awake manufactvrer is aliue to the need of advertising to create a demand; be appcopriate accordingly. In contrast, we have the manufacturer only who advertises when he has accumulated a large surplus as a result of abnormal demand, and feels that he can spend a few dollars for advertising his product. The latter manufacturer, when he scents a little deviation from "the big demand," immediately cuts his advertising appropriation. He virtually pulls his house down on top of him. If means can be found to promote advertising in such times, the reaction will be far less severe and the whole country will be immeasurably benefited.

We believe that if provision were made whereby manufacturers could set up during times of so called "good business an account to be known as "Reserve Advertising Fund." which would be non-taxable, and which would be drawn upon for advertising only during a recognized imminency of business depression, a great many manufacturers would take advantage of such condition, thereby minimizing the actual occurrence of a business depression.

May we not ask that you use your office, so far as consistent, in enacting such legislation.

Yours very truly,

ROY G OWENS
Vice President.

The Lakewood Engineering Co.,
Cleveland, O.

It is sound in principle and good business. If you agree with Mr. Owens, send a similar statement of your own to the Hon. Joseph W. Fordney, and you will help a good cause.

* * *

"Pity the poor farmer—his lot is so hard."

Figures hand that statement a wallop—farmers and clergymen are the longest lived of people—proven by the insurance actuarial tables. Now, just to make you a bit cynical about the kind of information which influences common judgments note the pity for the poor farmer spilled by the politicians in your state legislature.

* * *

How About Garver of Strassburg, O.?

"We can work to make our county seat customers more efficient, but the many thousands of cross roads merchants are hopeless," says an old friend, Roy B. Simpson, of St. Louis, Mo., who used to show the Brown Shoe Company things about Marketing "They are losing business, and no power in the world can stem the tide. We and other manufacturers have simply got to sell our goods in the places where the people do their buying. The population of the country towns will increase, but they will not do all their trading in the towns where they live because of the easy access and quick transportation to the larger towns where there are big stores and more complete assortments."

Another friend, Garver, of Garver Bros. Strasburg, O., will tell you of his $900,000 business in a town of 1100 people.

But then—there is only one Garver.

* * *

It was Disreali, I believe, who said, "There is nothing you can't have if you want it enough."

I believe Peter was called vain and egotistical, so was Frederick and Napoleon, and Peter the Great, and Hannibal, and Alexander, Desmothenes, and Socrates, and George Washington, Admiral Fisher, Cromwell, Lord Nelson, Abraham Lincoln, Grant, Lee, Jackson, Roosevelt, and in fact I have not been able to find a single man who has ever done anything in the world who hasn't been called vain and egotistical by the fools and asses who could not copy him.

The Real Salesman

One who has a steady eye, a steady nerve, a steady tongue, and steady habits.

One who understands men who can make himself understood by men.

One who turns up with a smile and still smiles if he is turned down.

One who strives to outthink the buyer rather than to out-talk him.

One who is silent when he has nothing to say and also when the buyer has something to say.

One who takes a firm interest in his firm's interests.

One who knows that he is looking out for his own interests by looking out for his customer's interest.

One who keeps his word, his temper and his friends.

One who wins respect by being respectable and respectful.

One who can be courteous in the face of discourtesy.

One who has self-confidence but does not show it.

One who is loved by his fellowmen. —*Bates Company.*

"Farm and Home

$81,000,000 is the Farm income for British Columbia this year. It is impossible to estimate the increased income for 1921. Hundreds of returned soldiers and American farmers are flocking to the fertile valleys of British Columbia. Many of these new settlers will harvest their first crop next fall. With this great increase in the farming population of the Province, there is little doubt that the agricultural income for 1921 will be not less than $110,000,000.

LEGEND

and Official Figures for 1919

Grain and Cereals	$28,512,341
Beef Cattle	7,940,647
Dairy Products	6,849,364
Tree Fruit	6,301,404
Poultry	3,921,629
Dairy Cattle	3,315,173
Horses	2,214,850
Swine	1,734,430
Small Fruits	1,471,070
Sheep	999,210

Fur-bearing Animals

British Columbia is the greatest fur producer of all the Provinces. Beaver, otter, fox, black fox and mink figure heavily in the annual trapping. Exact figures unavailable.

Shooting and hunting add greatly to the enjoyment of out-door sports in British Columbia.

Miscellaneous items not shown on this chart, including honey, hops, tobacco and goat-breeding $371,064

From the old farms of Vancouver Island to the fertile valley of the Peace River you will find "Farm and Home

—First in Canada

Farm and Home" carried more lines of commercial dvertising than any other Farm Journal in Canada uring September this year:

1st—*"FARM and HOME"*	- - -	**90,008** Lines
2nd—FAMILY HERALD AND WEEKLY STAR	-	89,403 Lines
3rd—OTTAWA FARM JOURNAL	- -	79,719 Lines

—Figures from *Marketing* for Oct. 15th.

Here is the Reason

In other Provinces you must use three or four farm publications to make sure of covering the field. Only one paper is necessary to reach British Columbia's 25,000 rural buyers, and that paper is *"Farm and Home."* Our 24,000 A.B.C. Circulation covers every nook and corner.

ONTREAL—Owen & Calder, 22 St. John Street.

RONTO—F. W. Thompson, 402 Lumsden Building.

NDON, ENGLAND—F. W. Large, Fulwood House, Fulwood Place, Holborn.

Farm and Home

VANCOUVER, B. C.

Circulation Over 24,000 weekly—Members A.B.C.

CHICAGO—I. S. Wallis & Son, 1243 First National Bank Building.

NEW YORK—Gilman & Nicoll, World Building.

SAN FRANCISCO—Edwin Denning, 609 Chronicle Building.

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.
ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XIV, No. 16 NOVEMBER 15th, 1920

Half Dollars

If the dollar of yesterday is worth only fifty or sixty cents to-day, how can you expect it to buy a dollar's worth of advertising space or printed matter.

It is because advertising space has always been far too cheap that it has often been used carelessly, sometimes extravagantly. Some advertising space still seems so cheap, relatively, that advertisers continue buying it in various mediums without a thought for how much or what kind of circulation they are getting.

The publisher who is maintaining a high character of service to his readers and to his advertisers cannot buy his paper and printing and pay his wages, except with the same dollars he gets from his readers and advertisers. He cannot sell for half dollars and buy for dollars.

So, if you find that the same space in the same list of papers as last year is going to cost you one-third to fifty per cent. more for 1921, do not imagine the publisher is going to get rich on that account. Because he isn't. His costs of producing the space and circulation which you buy have increased more than fifty per cent. over a year ago— and further increases will become effective during the year.

You are buying advertising space now, in most publications, on the basis of costs as they were a year or six months ago. Nor do you need to take our word for it. A little investigation will uncover facts quite sufficient to take all the kick out of any complaints about high costs of advertising. MARKETING is now gathering some of these facts and will submit them for your information next month.

Meantime you may well be a little suspicious of any publication whose advertising rates have not increased by one-third over those of a year ago. Particularly in the case of any publication whose circulation is not audited.

* * *

Those active in the affairs of the Association of Canadian Advertisers are to be congratulated on the progress of that organization. That it has enlisted the enthusiastic interest of so many large advertisers is the best evidence of the practical value of its activities. The work is expanding, and the livelier interest shown by members is perhaps an indication that selling and advertising problems are assuming greater importance in the affairs of many large firms.

* * *

Who's the Boss?

The agents who are striving to swell their own earnings at the expense of advertisers and publishers are likely to find that either or both can be independent.

The advertising agent is no longer a controlling factor in the business. He is in no position to dictate to either advertiser or publisher, as more advertisers and publishers are beginning to realize. The agents are skating on pretty thin ice at the present time: a little more crowding and they may find the result very chilling.

It should not be forgotten that the advertising agent is only an agent. The two principals in their transactions are the advertiser and the publisher. This fact might well be recognized by the publishers' associations in connection with their efforts, so far largely unsuccessful, to regulate the agencies' conduct.

Since the agency is supposed to serve both publisher and advertiser, would it not be a good idea for representatives of these principals to get together and decide what regulations are necessary to protect each other's interests and insure the best service from their servant, the agency?

MARKETING suggests a committee of one or two representatives from the advertisers' association, and representatives from the various publishers' associations, to meet at an early date and discuss the situation from the standpoints of the principals concerned.

There would be no difficulty finding enough capable agents who would be willing to abide by any conditions such a committee might lay down. Any outlaws would soon be disposed of. The suggestion is offered, and the hope expressed that it will be acted upon.

* * *

Easy Going Executives

Advertising stimulates the organization in a peculiar and remarkable way. From factory to office to salesmen, even to the boss, all feel the constant urge to keep back of the advertising and live up to it. Even the boss works harder where a concern is advertising extensively.

If the truth were told, doubtless this is the reason some concerns do not advertise. The boss doesn't want to work any harder. And from salesmen to office to factory, all take their cue from him.

MAIL ADVERTISING ENTHUSIASTS MEET

Canada well represented in the registration of over five hundred at Direct Mail Advertising Convention in Detroit. London and Toronto almost win trophy for largest attendance in proportion to population. Many instructive addresses. F. W. Hunt of Massey-Harris Co. elected Vice-President.

FOR three days, October 27, 28 and 29, Detroit was the centre of interest for those interested in direct by mail advertising and the closely related subject of house organs. The Association had its inception at the Toronto Convention of the Associated Advertising Clubs of the World in 1914, when various departments met in sessions of their own. While still affiliated with the A.A.C. of W., the Direct Mail Advertising Association has become a very live organization and not only has two sessions of its own at the annual convention of the A.A.C of W., but has for several years held its own three-day convention in conjunction with the Association of House Organ Editors. And the Detroit Convention was the best yet in attendance and subjects discussed. The ambition to have permanent headquarters with a paid secretary seems likely to be realized in the near future.

Scope of Discussions

If the impression exists that the association deals solely with mail order problems, it is dispelled by a glance through the program which shows that to be a very small part of its work. The range of subjects considered at Detroit included:

"How Direct Advertising Helped to Build a National Business." "Building Good Will by a House Organ." "The Part Effective Business Letters Play in the Success of a Direct Advertising Campaign." "Getting Dealer Co-operation by Direct Advertising." "Paving the Way for the Salesmen by Direct Advertising." "What Standardization Means to Direct Advertisers and House Organ Publishers." The best of these will appear in MARKETING.

What made these and many kindred subjects presented of real value, was the fact that in nearly every case the address was based on actual experience. Each paper was followed by very helpful discussions.

Most of one session was devoted to suggestions presented in four minutes or less by a large number of delegates. Five prizes, books on advertising, were awarded to those who, in the opinion of the judges offered the best suggestions.

Exhibition and Play a Feature

The convention was held in the Board of Commerce which afforded very complete headquarters—a commodious hall, lounge room, and excellent restaurant, check room, in fact every convenience and comfort for those attending. A very interesting feature was the exhibit of direct advertising, house organs, etc., shown by firms in Detroit and other cities. Every available bit of space was filled and many were the comments on the excellence of the printed matter displayed.

Wednesday night was given over to a play which showed in a vivid way the many factors entering into the planning of a direct mail campaign. While intended principally as an educational feature, this proved a most interesting entertainment and reflected great credit on those responsible for its production.

The large ball room at the Statler was filled to overflowing on the occasion of the annual banquet. Many novel features were introduced which were highly enjoyed by all, and the masterly address on "Personality as a Basic Factor in Selling" by Harry Collins Spillman, was the crowning feature of what was declared by many to be "the finest banquet I ever attended."

Canada Well Represented

The attendance exceeded all expectations, a total registration of 535 being recorded, being a good indication of the real benefit to be derived from attending the sessions. A trophy for the largest attendance in proportion to population was awarded Charlotte, Mich., London, Ont., was second in the running, and Toronto was third.

Plans for Extension

Up till the present the work of the Association has practically been limited to the holding of conventions. For some time it has been felt that all-the-year service available to the members is not only desirable, but absolutely essential to the welfare of the organization. The large attendance and keen interest at the Detroit Convention seems to indicate that the time is about ripe for such a move, and it is expected that something definite along this line will be announced by the Board of Governors in the near future. Nothing would do more to place the Association on a firm basis and enable it to be of the greatest possible help to its members.

New Officers

Great interest centered in the election of members of the Board of Governors, and the selection of officers by the board. Three new members of the board were elected,

Joseph Meadon, *President and General Manager, The Franklin Press, Detroit.*

Louis Balsam, *Director of Correspondence, Lewis Mfg. Co., Walpole, Mass.*

F. W. Hunt, *Advertising Manager, Massey-Harris Co. Ltd., Toronto.*

The other members of the board are:

Alexander M. Candee, *National Enamelling & Stamping Co., Milwaukee, Wis.*

William A. Hersey, *Robert H. Ingersoll & Bros., New York.*

Homer J. Buckley, *Buckley, Dement & Co., Chicago, Ill.*

Robert C. Fay, *Robert Smith Co., Lansing, Mich.*

Frank L. Pierce, *Remington Typewriter Co., New York.*

Charles Henry MacIntosh, *LaSalle Extension University, Chicago, Ill.*

Robert E. Ramsay, *American Writing Paper Co., Holyoke, Mass.*

Next Convention City

Four cities made the request for the next convention: New York, Cincinnati, Louisville and St. Louis. Popular sentiment seemed to favor Louisville, and if proper assurance of a successful convention is given the Board of Governors, it is likely that the next convention will be held in that city. This does not affect the departmental sessions which are held at the next convention of the A.A.C. of W. in Atlanta next June. With the impetus given by the Detroit convention, the association seems about to enter on a new era of usefulness to its members and will greatly increase the efficiency of direct advertising.

The officers selected by the board are as follows:

DOMINANCE

In Circulation Gives Maximum Value in Advertising.

Dominant Circulation has—

SPEED	One advertisement covers the field.
ECONOMY	No duplication.
EFFICIENCY	No waste—100% reader value.

The Grain Growers' Guide Dominates in three ways—

CIRCULATION	90,000 Dec. 1st—Larger than that of any paper published in and for, or circulating over the farm field of Manitoba, Saskatchewan or Alberta.
SUBSCRIPTION PRICE	$2.00 a year—Highest in the West.
ADVERTISING RATE	72c. an agate line flat—Lower than the average in Eastern or Western Canada for papers of this class.

Advertising in the DOMINANT paper lends dominance to the advertising

Dominate in Western Canada Through

The

Grain Growers' Guide

WINNIPEG, MAN.

Offices also at
53 Yonge St., TORONTO
1478 Broadway, NEW YORK

Members
A. B. C.
C. N. N. and P. A.

President, Joseph Meadon, Detroit, Mich.; *Vice-President*, F. W. Hunt, Toronto, Can.; *Secretary*, Louis Balsam, Walpole, Mass.; *Treasurer*, Frank L. Pieree, New York.

The Canadian Delegations

So many Toronto men expressed a desire to attend that a speeial ear was arranged for and a party of twenty-two had a most pleasant trip. Those in the Toronto party were:

Mr. and Mrs. Clifford Elvins, Mr. and Mrs. Frank Galbraith, R. M. Russell, J. L. Davidson, J. D. McCaul, E. J. Call, F. M. Hahn, A. G. Pinard, P. G. Cherry, J. M. Gardner, J. C. Anderson, H. M. Thornton, Harry Watts, F. W. Hunt, John Martin, H. W. E. Pepler, Chas. M. Pritzker, W. T. Gregory.

W. J. Healy, of Montreal, and Messrs. Vila and Cushman, of Hamilton, were also members of the party, while at London the party was augmented by the addition of six London men,—John Cottam, T. P. Walsh, C. A. Lumb, A. R. Malton, James B. Orr, and G. L. Spry.

Mr. Scarlett, of Winnipeg, was also present at the eonvention.

* * *

Norris-Patterson, Ltd., Toronto, are sending ont copy for Pronto Fire Extingnishers made by the Pronto Company, Toronto. Agricultural papers are being nsed at present.

* * *

Ralph Netherby formerly with the *Canadian Caurier* is now with the service department of McConnell and Ferguson, Toronto office.

* * *

John P. McConnell, well known for many years in Canadian advertising and publishing circles, has joined the copy staff of the Toronto office of McConnell and Fergnsson.

* * *

Armonr & Co. are closing their Hamilton plant and before the end of the year the three selling offices in Montreal will have been disbanded. The Chicago firm is getting ont of the Canadian market entirely as far as having any plant or organization in Canada is concerned. As far as is known the reason for this move is the difficulty in getting supplies of hogs sufficient to rnn their Canadian plants at capacity.

* * *

The Baker Advertising Agency are placing copy for a two-color trade paper campaign for the Chipman, Holton Co., of Hamilton.

* * *

A new campaign for the Standard Silver Co., Toronto, is being rnn in trade papers to support the consnmer advertising of this company. The acconnt is being handled by the Baker Advertising Agency.

Getting a Bead

GETTING the proper angle in farm journal reading matter is like getting the proper "bead" on big game. It requires experience. Forty years study of this problem has taught The Nor'-West Farmer how to shoot.

Ours is a close-range, sure-fire, result-getting proposition. We get a "good sight" through our Subscribers' Service Bureau which puts us in personal contact with 1,200 readers per month, through answering their inquiries. We know exactly the quality of the ammunition required.

If you are hunting big game in Western Canada with the good gun advertising, we are ready to guide you to the best shooting.

"Published to Promote Good Farming"

Ask any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

Member A.B.C.

WINNIPEG, CANADA

Toronto	Montreal	Eastern United States Office
J. B. RATHBONE	J. B. RATHBONE	WALLACE C. RICHARDSON, Inc.
95 King St. East	413 Transportation Bldg.	95 Madison Ave., New York, N.Y.

YOUR XMAS COPY

should be in our hands not later than November 27th to assure acceptance.

The
United Farmers' Guide

The Maritime's Leading Farm Journal

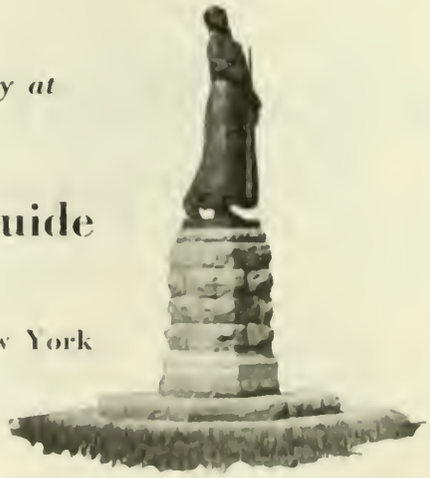
has a unique reader interest that means 'results' to the advertiser using its columns.

We should be glad to have the opportunity to consult with you regarding the unique service which *The United Farmers' Guide* is in a position to render

Published Every Wednesday at Moncton, N.B.

The United Farmers' Guide

Branch offices at
53 Yonge St., Toronto *and*
1178 Broadway, New York



"In the Land of Evangeline"

Winnipeg Has New Retail Merchant's Paper

The Winnipeg *Free Press* has introduced something new in Western journalism, and not very old in any other locality, in a merchant's newspaper, designed to promote dealer co-operation to the advantage of merchants as well as advertisers in the *Free Press*

It follows lines similar to the Retail Merchant's *Globe* established some months ago by the Toronto *Globe*—and with a similar paper now published by the Ottawa *Citizen* makes three such papers in Canada striving to further the interests of advertised branded goods.

The Winnipeg *Free Press Retail Merchant's Monthly*, as it is called, will be published monthly and mailed to merchants of certain classifications in certain sections free. A subscription price of fifty cents a year is asked from those retailers who wish to receive it regularly, and if the experience of the *Retail Merchant's Globe* is a criterion, there will be several thousand regular subscribers.

The first issue contains many news articles and items, reproductions of current manufacturers' advertising, suggestions for retail advertising. A copy may be secured by writing the publishers.

* * *

The Gilson Manufacturing Company of Guelph are using a 70-line advertisement in an extensive list of farm papers to advertise their farm engines. It is reported that despite the small space used the returns are exceptionally good. The Baker Advertising Agency is preparing and placing the copy.

* * *

Co-operation between the manufacturer and the retailer is the keynote of the Standard Silver Company's campaign now being run in the dailies. The local papers carrying the Standard Silver Company's copy go after the local jewellers handling the company's product to advertise longside the space used by the Standard Silver people. The Baker Advertising Agency is handling the campaign.

* * *

The Consolidated Advertising Service is now placing copy for the MacDonald Tobacco Company in agricultural mediums and Ontario dailies. For some time this agency has been handling the western advertising for the MacDonald Company.

* * *

Copy is being placed in a limited number of farm papers and magazines throughout Canada by the Consolidated Advertising Service for the Canadian National Jewellers Association.

* * *

A separated dry milk powder called "Drimilk" is being brought out by the City Dairy Co., Toronto, operating as the Drimilk Co., Ltd. Although a new product broad distribution is being secured. It is probable that some advertising will be done at a later date.

Proofsheet No. 11

For an Appeal to Women

the makers of the famous Mennen products wisely decided to use

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

exclusively in London.

This decision—of course—being based upon the influence of The London Free Press as a home paper that goes into the majority of London's and Western Ontario's best homes.

Is there anything as lovely as Baby after the bath?

PINK and dimply—kicking and "gooing" with delight! Free from discomfort—no clothes to restrain or hamper; just cool, soft air—and MENNEN'S.

Of course Baby must have clothes, but there need not be the discomfort that usually goes with them. Little seams and ridges that seem nothing to you are big things to a Baby—they almost tear the delicate skin.

Then involuntary habits make the little legs so sore and red that it is a wonder some babies ever stop crying.

Take care of the seams and ridges, and when your Baby is bathed and sweet and "coo-ing," dust with MENNEN'S—as your mother dusted you—if you're not yet 40 years old (for the first Mennen Talcum was produced that long ago).

That will make for coolness and comfort. "Chaps" and "chafing" will be unknown.

MENNEN

TALCUM POWDERS

are *pure* and *reliable*—the ideal soother for babies' tender skins

THE MENNEN COMPANY, Makers, MONTREAL. Sales Office: HAROLD F. RITCHIE & CO., Limited, 10 McCaul St., Toronto

Reduced from large size

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - - -	224 St. James St.
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2, London

EGERTON RYERSON — ITS FOUNDER

Did You See--

what this journal, *Marketing*, said in the last issue about *us* in our new dress?

Here are a few bits selected from other complimentary comment:

The

Christian Guardian *is*

"—most attractive."

"—in every respect equal to the standard magazines."

"—of outstanding merit among Canadian periodicals."

"—an undoubted influence in Canadian affairs."

"—its articles frequently provoke general newspaper comment."

Say, Folks—

what more do you want as an advertising medium?

Our new colored covers are said to be splendid "pullers."

Lets talk to you—by month, by letter, or by wire—about them.

The
Christian Guardian
299 Queen St. West
TORONTO

How Direct Advertising Helped Build Up a National Business

Interesting details of the sales and advertising plans that have brought success to the Hoover Suction Sweeper Company, in which letters and folders have been used most effectively. From an address before the Direct Mail Advertising Convention.

By Martin L. Pierce
Merchandising Manager, The Hoover Suction Sweeper Co.

THE Hoover Suction Sweeper Company, like all business concerns striving to do a national business, has in its advertising attempted to establish three lines of publicity. First, institutional advertising to carry forward the trade-mark. Second, advertising for future business that will attract new dealers and new consumers in five or ten years hence, and third, a direct drive advertising for sales today and tomorrow.

The sales problem of the Hoover Suction Sweeper Company is to build up a complete sales organization, to properly train and educate its men to establish reliable dealers in every community and to co-operate with these dealers in selling our product to the ultimate consumer. The direct by mail advertising of the Company is now, and has been during the past years, seeking to locate and interest the largest possible number of prospects with the smallest possible expenditure of time and effort.

The Hoover Company sells its product only to authorized dealers. The first national advertising done by the Hoover Company was to secure leads. Through direct by mail advertising these leads were consistently converted into prospects. When the prospect had been sold the idea and the time had come to make shipment of the machine, arrangements were made again through direct by mail advertising to have the machine shipped through her own local dealer. Again through direct by mail advertising the dealer was sold on the idea of stocking the product as a part of his regular merchandise.

At this time the following direct by mail material is being used by the Hoover Company:

Twenty-eight page booklets that tell the entire story;

Eight-page Folders;

Six-page Folders;

Two-page and Four-page Inserts.

A Folder for the development of the Farm Lighting Business and to be sent out by the Farm Lighting Trade.

Form letters to be sent out on the dealer's stationery to prospects.

Testimonial letters from rug manufacturers and users of Hoovers Sweepers.

Small Broadsides sent out as Penny Mailers, and Stickers that are attached to invoices and electric light bills.

According to the sales policy of the Hoover Suction Sweeper Company, the sales organization has not completed its responsibility when our product has been unloaded in front of the dealer's place of business. The Company through its sales school and through its sales managers and district managers is developing and instructing *resale* men to sell the product *for* the dealer *to* the user. Also the dealer and his salesman are instructed in methods of merchandising Hoover Sweepers through personal conference with members of the sales organizations and through direct by mail advertising and house organs that are sent out.

A folio of letters is sent out to our district managers. They go over these with the dealer and decide the type of letter that is to go out. If the letters which we show in this folder do not cover the case, a statement of the situation is made and paragraphs that they want used in the letter are marked. Our editorial department at the factory revamps the letter according to the wishes of the dealer. Approximately 100,000 of these letters go out each month.

One of our resale men working a town of 20,000 recently made up a list of possible users in his town and sent out his letters at three different intervals. Later these same prospects were given a personal canvass and thirty-eight per cent. of them sold. Results were about double what would ordinarily be experienced when making canvasses of this kind without the educational work done with direct by mail material.

One of our managers in a large city during the closing months of the war made a proposition to the Red

When Planning for 1921 Consider Ottawa First

It is not claimed that THE OTTAWA DAILIES come first among Canadian papers in point of size or age, but it is claimed that in their own territory they wield such a power—they have such influence and selling force—they systematically produce such remarkable results, that Ottawa has become in all the Dominion the City *first* to be considered.

Many causes have contributed to the fertility of the Ottawa Field, so admirably covered by its two Daily Newspapers.

1. **The Ottawa Dailies cover every section of the Ottawa Field.**
2. **Dailies from outside points are not in any respect competitors.**
3. **The Ottawa Dailies carry all those features that are attracting national advertising in the larger centres.**
4. **Ottawa is particularly free from labor troubles. The large stable Civil Service population—a community of regular wage-earners and good spenders—is not affected by strikes and labor disputes.**
5. **Ottawa's retail stores rank with the best in the country. They show a peculiar willingness to co-operate in the merchandising of worthy advertised goods.**
6. **Ottawa is the shopping centre of the prosperous Great Central Dairy Belt of Canada.**
7. **Ottawa as the Capital City has influences which cover the whole Dominion.**

As the first "Try-Out" City for a National Campaign the Capital has been selected on many occasions, and the results have been surprising.

Do not overlook the possibilities of Ottawa and its Dailies when preparing for 1921 schedules.

Any further information cheerfully furnished on request

The Ottawa Daily Newspapers

OTTAWA, CANADA

The Journal Dailies — The Citizen Dailies

Most Valuable Because Most Concentrated

Analysis of the reasons for the splendid continuous advertising support given by National Advertisers to THE OTTAWA FARM JOURNAL—more than 12,000 lines in excess of every other farm paper for the quarter ending 30th September last—reveals one striking fact.

There is No Waste Circulation

Less than 500 copies of the total distribution of nearly 24,000 are circulated outside the 17 Counties of Eastern Ontario and 4 Counties of Western Quebec.

And this total circulation is more than 6,000 greater than that of any other farm paper going into this territory.

You cannot reach the prosperous and progressive agriculturists of the Great Central Dairy Belt unless you include THE OTTAWA FARM JOURNAL in your 1921 schedules.

THE

OTTAWA FARM JOURNAL

OTTAWA, CANADA

BRANCHES:—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
143 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—Fifth Avenue Bldg.
CHICAGO—Peoples Gas Building
BOSTON—Old South Building

Cross Society that he would keep their carpets in their work-rooms clean, providing they would give him a list of their members. This was done and letters were sent to them and a piece of literature enclosed. Cards were also attached for those who would ask for a demonstration. From the entire list there was a return of twenty-two per cent. More than half of those making inquiry were sold.

In our sales school the salesmen are encouraged to analyze the actual sales that they have made so they may be able to send out in their letters the kind of appeal that will definitely fit in to the situation of the prospects. Recently one of our men analyzed the hundred sales that he had just made. He found that fifty-eight of the hundred were sold to business and professional men, twenty-two were sold to families of skilled laborers and twenty to shop hands and common laborers.

Of the fifty-eight professional men twenty-nine paid cash and twenty-nine bought on the dividend payment plan, making exactly fifty per cent. which paid cash. Of the twenty-two skilled laborers seven, or approximately 33⅓%, paid cash. Of the twenty common laborers four, or 20%, paid cash. With such information at hand the various appeals put in the letters can be made almost personal in their application.

Several months ago I spent a week with one of our District Managers. During this trip we visited a city of 30,000 population, in which about three-fourths of the homes were electrified. The new business manager of the Central Station told me that he was just completing his fourth distribution of direct by mail material into all electric lighted homes in the city. As a result of the three former distributions, sales during the month following the distribution had doubled the regular monthly sales. Twenty-five machines per month had been their usual sales but each month after the distribution of the literature the sales had been approximately fifty machines without any unusual sales effort.

In Virginia one of our dealers has a store which he calls the "Lightening Parlors." His explanation in the direct by mail literature he sends out is that he lightens the labor of the housewives and housekeepers of his town. As a result of the distribution of this literature and the follow-up he makes, entire streets have been sold. Apartment houses with six and eight families in them are completely Hooverized. He states in his correspondence that this work

could not possibly have been done without the educational work done before his arrival by the Direct by mail literature.

One of our resale men completed the work of the resale school and went into his territory, but unfortunately the dealer's stock had not been delivered. He wasted no time, however. He distributed literature and after doing this for two or three days, he commenced to follow up with personal calls. By the use of the literature and without a machine to demonstrate, he sold thirty-two machines before the arrival of the stock.

One of our salesmen selling in a town on the Ohio River states that he has been sending out booklets on Wednesday to a select list of prospects and calling at the beginning of the following week to make arrangements for demonstrations. He states that as a result of using this method he has been able to arrange, in many cases, an average of eight demonstrations out of ten places where he has sent the direct by mail material. People frequently mention the fact that they have received the book and were waiting for the salesman to call. He states that when he makes canvasses for leads without having first sent the direct by mail material that it takes him more than twice as long to get the same results.

* * *

Advertising for American railroad systems is reappearing in Canadian publications. Attractive copy prepared by the Stack Advertising Agency, Chicago is being sent out for the Santa Fe System.

* * *

The General Top Company, Dufferin Street, Toronto, is advertising their Artcraft Tops. Copy is being placed by the Consolidated Advertising Service.

* * *

Penick & Ford, Ltd., New Orleans, Ala., are advertising Brer Rabbit Molasses in a selected list of Canadian publications. J. Walter Thompson Co., New York, are preparing and placing the copy.

* * *

Advertisements of Genco Razors made by the Geneva Cutlery Corporation, Geneva, N.Y. is appearing in some Canadian publications. The George Batten Co., New York is handling the account.

* * *

Copy has reappeared in some Canadian papers for the Holeproof Clothing Co., of London, Eng., placed by W. L. Erwood Ltd. A Canadian branch office has been opened at 187 Bloor St., W., Toronto.

ADVERTISING is being called upon to solve the problems incident to shifting business conditions.

NEW ideas are evolved. New appeals are made. New merchandising plans are devised to meet the altered conditions of people and markets.

OUR method of getting down to the basic principles that control and direct the buying impulse under varying influences has enabled us to assist our clients in a very material way toward meeting adequately the trying demands of the moment.

"It's all in the Service"

NORRIS-PATTERSON
LIMITED
ADVERTISING

TORONTO MONTREAL

Books on Selling

YOU may add to your own years of experience as a Sales Executive the experience, methods, sales strategy of 1529 concerns.

It is certain that in these volumes you will find many a plan for boosting sales a notch or two higher, methods and policies which have demonstrated their worth in increased sales for others, tested and classified so that you may have at your finger tips a stimulating variety of the most practical information.

Handling Salesmen At Lower Cost

191 Pages. Illustrated

THIS book presents the most valuable of the sales experience of many unusually successful concerns. There are included ideas, plans, and methods which have proved profitable in hiring and training salesmen, in paying them, in calculating selling costs and lowering them where they need to be lowered, handling the sales force and in solving the thousand and one questions that are continually confronting the man who directs the salesmen.

Organizing For Increased Sales

203 Pages. Illustrated

TO men who face sales problems every day, this volume will serve as a sort of "man Friday." It contains page after page of clear, concise descriptions of effective sales plans and policies. These are not vague, untried theories, but methods and plans which have been tested out under the fiercest sort of competition, and have increased sales in all parts of the country. Many of these plans are described in the exact words of the men who originated and used them.

More Sales Through Advertising

200 Pages. Illustrated

DESCRIBES in detail the exact advertising methods and plans used by progressive business men to stimulate their sales, increase their profits, and build bigger, stronger organizations. It covers every important detail of advertising, from the fixing of appropriations to the preparation of house organs which bring in new business. It also points out by contrast ineffective advertising methods, schemes, and plans, and will help you to cut your costs by enabling you to avoid advertising which is weak and non-productive.

Bound in standard cloth, gold stamped, uniform style and size, 5⅜ inches by 8⅜ inches

$3.85 per volume

Postpaid $4.00 each, to any address on receipt of price

Marketing

53 Yonge St., TORONTO

Don't Forget Your Rubbers

A successful campaign to increase wearing of rubbers, for health and economy

WEARING rubbers to keep the feet dry is one of those wise precautions which we are apt to neglect. We know it should be done, but we forget. And we fail to get the habit, or having it, lose it, unless the reminder to "put your rubbers on" continually is presented to us.

So it seemed a good stroke of business for the manufacturers of rubbers to undertake the responsibility of reminding us, in due season. And as the leading manufacturer of rubber footwear in Canada, the Canadian Consolidated Rubber Co. Ltd., has "mothered" us all to that extent through extensive advertising for a few weeks each spring and fall.

Posters have been the backbone of the campaign, in the belief that they provided the constant reminder type of advertising—and because they catch the public's eye outdoors at the times when the need of rubbers can be best appreciated.

Mr. R. E. Jamieson, sales director of the Company, was responsible for the campaign, and his keen appreciation of marketing conditions suggested another line of argument which has been used very effectively since shoes have been so expensive. Rubbers were not only a necessity for health protection, reasoned Mr. Jamieson, but enable us to get more wear out of a pair of shoes—an economy suggestion with a very strong appeal.

Most folks know that a wet shoe dries hard and brittle and frequently develops cracks—and while they blame the weather it is actually due to their own carelessness in going without rubbers. So shoe-wearers were advised to wear rubbers, not only for health's sake, but for economy's sake. One of the newspaper advertisements features three reasons for wearing rubbers: To guard health, to protect new shoes, and to get more wear out of old ones. With shoe prices way up this economy feature naturally has had a strong appeal, and the newspaper advertising giving reasons why, backed by "Wear Rubbers and Save Your Shoes" and "Warm, Dry Feet Save Doctors' Bills" slogans on striking posters appearing on thousands of poster boards, got the idea across in a big way.

Dealers were not slow to appreciate the benefit of such a campaign, and made liberal use of the display cards, window posters and other dealer helps supplied by the advertising department of the Company. The appearance of so many posters in the shopping districts proved a timely reminder to a forgetful public, with the result that rubber sales substantially increased. It has been a big campaign, but has made good in a big way, according to Mr. Jamieson. A reproduction of the current poster is shown, though the absence of color in the reproduction fails to convey its striking character.

* * *

H. E. Johnson has resigned as Eastern Canada representative of the Ph. Morton Art Bulletin System, Cincinnati, O.

* * *

The Consolidated Advertising Service and The Saturday Night Studios held a house warming on Friday night, Nov. 5, at their new offices in the Bond Building, corner of Temperance and Shepherd Streets, Toronto. About three hundred guests, members of the staffs of the various Gagnier publications and their friends, spent the evening in dancing. At midnight light refreshments were served. Due to the increasing volume of business, both the Consolidated Advertising Service and the Saturday Night Studios have been cramped for space for some time back. It is expected that both organizations will be at work in their new quarters in about three weeks time.

* * *

The General Cigar Company, of Montreal, is advertising Blackstone cigars in a selected list of dailies. The Consolidated Advertising Agency is handling the account.

* * *

Sir Thomas Tait, Montreal, has been elected president of the Canadian Salt Company, Windsor, Ont., in succession to the late E. G. Henderson, who died a few weeks ago.

* * *

The Economy Tire Co., Toronto, is advertising rebuilt automobile tires in publications of general circulation. Copy is being placed by J. J. Gibbons Ltd.

Swift Canadian Co. Pleased with Results, and Consider Canadian Countryman a very High Class Agricultural Publication.

Swift Canadian Co.
Limited
Union Stock Yards
Toronto, Ontario

Canadian Countrymen,
Toronto, Ont.

Gentlemen:-

We were very pleased with the results obtained through advertising in your paper this last season, and consider your paper a very high class Agricultural Journal.

Our experience with the staff of your paper has been very pleasant, and hope that you will be able to continue the high standard of articles that have been issued in the past.

Wishing you continued success, we are

Yours respectfully,
SWIFT CANADIAN CO. Limited.
Per- [signature]

BY PRODUCTS DEPT.
SZW/MS.

Fertilizers Make the Farmer More Profit than Before the War
SWIFTS FERTILIZERS
IT PAYS TO USE THEM
Swift's Fertilizers
"It Pays to Use Them."
BUY NOW FROM OUR LOCAL DEALER OR WRITE
Swift Canadian Co., Fertilizer Dept., Toronto
Limited

In the
"City Class"

Oshawa lacks only incorporation to make it a city. Population, 12,245; including immediate suburbs 13,500.

The
Ontario
Reformer

Goes into four-fifths of the homes, also covers surrounding districts.

Every Other Day

Tuesday, Thursday and Saturday

Include The Reformer and The Owen Sound Sun-Times on your daily list

A Customer says:

"I am exceedingly well pleased with the way you print our House Organ.

The type setting is very neat and attractive, your press work is splendid.

You must be well equipped to handle this class of work."

WE ARE

West Toronto Printing House

HENDERSON & GALBRAITH, Props
1945 ST. CLAIR AVE. TORONTO

Retailers Need Licenses to Buy

Otherwise wholesalers cannot sell them goods subject to luxury taxes. New rulings effective November 1st. License numbers must appear on all orders. Stamps to be used for taxes.

NEW regulations for the luxury and other sales taxes come into force on November 1st. These require that retailers and wholesalers selling articles which come under the tax regulations are required to purchase licenses from the Inland Revenue Department. The fee is $2. The new rulings also require that wholesalers dealing in articles subject to the luxury taxes must not sell to retailers having no license. License numbers must appear on all orders, and penalties are provided for violation of this regulation.

Collect Tax Through Stamps

The luxury tax is to be collected by means of stamps, which may be secured from the department, all customs offices or from the banks. This section reads as follows: "Vendors selling articles subject to luxury tax are required to furnish the purchaser, at the time of sale, with a voucher or sales slip representing such sale and showing the tax as a separate item. Before delivering such voucher or sales slip to the purchaser the vendor must affix to such voucher or sales slip a stamp or stamps of the requisite denomination sufficient to cover the tax payable upon such article. The vendor must cancel the stamp or stamps after they have been affixed to the voucher or sales slip by means of an authorized perforator in such manner that the cancellation is entirely surrounded by the outer edges of the stamps."

The penalty provided for any retailer failing to affix these stamps and to duly cancel them or neglecting or refusing to pay the tax is a fine not less than ten times the amount of the duty not paid, with a minimum fine of $50 for each offence.

Will Loan Perforators

The perforators required will be issued on loan, to merchants by the department, through collectors of divisions, and the merchant will be required to furnish a receipt. This receipt is to contain the serial number of the perforator, an acknowledgment that the perforator is the property of the department, and an agreement to return the machine when not further needed, or when called upon to do so by the department. All the perforators will be serially numbered. The retail merchant is also required to keep on hand a sufficient supply of stamps to meet requirements, and delay in the transmission of stamps is not to be taken as excuse for non-payment of taxes.

The sales tax is collectable at the time of sale by manufacturers, wholesalers or jobbers on importation. This tax must be forwarded to the collector of the division by the last day of each month. A total amount of sales and tax accompanied by an affidavit of the dealer or a certificate from a chartered accountant or independent auditor will be accepted. Sales by manufacturers direct to retailers or consumers are subject to a sales tax of 2 per cent. and to wholesalers or jobbers, or by wholesalers or jobbers to a tax of 1 per cent. Importations by manufacturers, wholesalers or jobbers are subject to the sales tax of 1 per cent., except when for their own use, in which case the tax is 2 per cent. Importations by retailers or consumers are subject to a tax of 2 per cent.

The new regulations provide that the books and records of manufacturers, wholesalers or jobbers must be open at all times to examination by Government officials, and that the return of sales taxes will be audited by the department as frequently as is deemed necessary. All such vouchers, books or records must be kept for at least two years by the dealer. Instructions for determinating the rate of the sales tax are given as follows:

"Manufacturers purchasing material from other manufacturers, such material to be used and incorporated in or attached to their finished product, must certify on their orders that such materials are for use as above, and must also state the nature and serial number of their license.

"Manufacturers selling materials to other manufacturers on orders which do not bear the above certificate must charge the second manufacturer the 2 per cent. sales tax.

"Manufacturers will charge a sales tax of 1 per cent. when the orders received from wholesalers or jobbers state that such wholesaler or jobber is in possession of a sales tax license and note the number thereof, otherwise they will be charged 2 per cent.

"Manufacturers must charge a sales tax of 2 per cent. unless orders for materials show that the purchaser has a manufacturer's or wholesaler's license and states the number thereof. The status of persons purchasing from manufacturers is subject to special corroboration by officers of this department.

"Customs officers and manufacturers will be able to verify the character of license held by persons, firms or corporations, by reference to Collectors of Inland Revenue, who will keep a record of all licenses issued.

Demand Written Invoice

"Every manufacturer, wholesaler or jobber dealing in articles subject to the sales tax must furnish the purchaser with a written invoice of such sale. Such invoice must show, as a separate item, the amount of tax upon such sale to at least the extent of 1 per cent.

"Manufacturers only are allowed to absorb a portion of the tax, and that only when the sale is made by the manufacturer to the retailer or user whereby the tax is 2 per cent.; in this event the manufacturer may absorb 1 per cent. tax, but must show 1 per cent. on the invoice to the purchaser as a separate item.

"The tax paid by manufacturers, wholesalers or jobbers at the time of purchase of goods may be charged to the person purchasing from such manufacturer, wholesaler or jobber, provided it is not shown as a separate item on the invoice and not included in the

Our Aim is to Realize Yours

Every line of business has an aim—to produce a better product, to establish a record of sales, or to achieve some other worth-while success.

We have an aim—a sincere and honest aim—that we endeavor to keep always before us; it is to make the advertising we write, and the advertising service we give, produce material results for our clients.

By no means do we despise the commissions that make our "daily bread" and the "daily bread" of our large staff of men and women—but they are of secondary importance. The real joy of our business lies in the approbation of clients whose sales have been increased by our efforts.

Federal Advertising Agency

T. H. YULL, Director

306-308 Dominion Savings Building, LONDON, ONT.

SPRING 1921 ISSUE

Canadian Fashion Quarterlies

on sale in more than 3,000 dry goods and departmental stores throughout Canada January 10th to April 10th

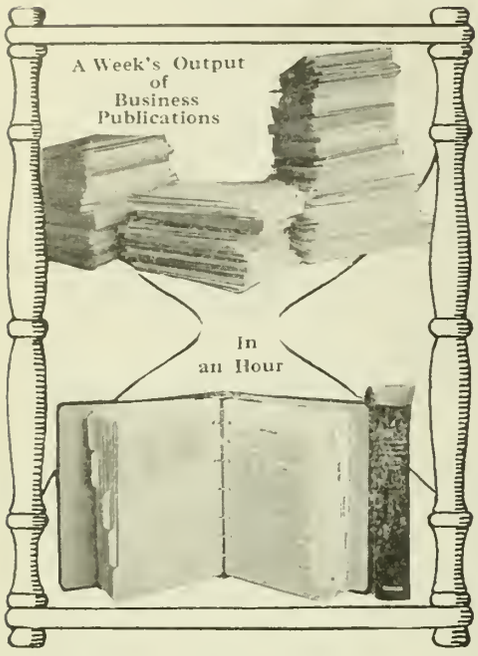
Consulted by 150,000 women as a guide to their Spring Shopping

ADVERTISING FORMS CLOSE NOVEMBER 30th

Page Size Now 9 3/8" x 12 1/8" (4 Columns x 170 Lines)

Address, Manager Advertising, 53 Yonge St., TORONTO

Are You Missing Valuable Ideas Each Week?



Do you have time to go through the magazines that come to your desk in search of the ideas you need for your business? The ideas are there—somewhere in that pile of papers, magazines and house organs—meant for you, and worth money if you use them.

There's a 60-minute method of going through business literature each week—a trip through the land of "BUSINESS IDEAS"—and back to your desk in an hour.

The BUSINESS Information Service

Used by American Express Co., Burroughs Adding Machine Co., Philadelphia Rapid Transit Co., Pillsbury Flour Mills Co., Studebaker Corporation, United Drug Co., U.S. Steel Corporation, Munsing Wear Corporation, John Wanamaker, and hundreds of other progressive concerns, in every line of business.

Digests, classifies and cross indexes over four million words from seven hundred publications each week, presents its findings in compact, neat and legible form so that you can get in less than an hour the ideas that you now miss entirely—ideas from articles you hadn't time to read, from publications that you never see.

How the country's leading firms and corporations are eliminating the element of chance in securing the newest business ideas, how they get these ideas in condensed, usable form, ready for adoption in each business department; how a research staff co-operates with them in gathering information on special subjects—*fully explained in this 64-page book, free to Business Executives.*

PRENTICE HALL, Inc.

70 Fifth Ave., New York City, N.Y.

MAIL THIS COUPON AT ONCE.....
6097

PRENTICE HALL, Inc.
70 Fifth Ave., New York City

Please send me, without obligation, your 64-page book, "BUSINESS IDEAS," which tells clearly and exactly all about this important service.

Name _____

Position _____

Firm _____

Address _____

seller's cost upon which profit is calculated.

"As regards goods destined for export, the sales tax is applicable except on sales and deliveries direct to a foreign purchaser, that is to say, material sold by a dealer to a foreign purchaser is not subject to sales tax if such material is shipped to the foreign purchaser direct from the mill. If the material is shipped from the mill to a Canadian dealer and is exported by such dealer, the sale and delivery by the mill to the dealer is subject to the tax, but the delivery by the dealer to the foreign purchaser is exempt from the tax; in this event, however, the tax paid on the sale and delivery by the mill to the dealer is subject to drawback upon furnishing proof of export and of payment of the tax."

Trade and Cash Discounts

Trade discounts which are regularly allowed under like condition of sale may be allowed for excise tax purposes if such discounts are allowed and deducted on the face of the invoice by the shipper. Cash discounts may be allowed for excise tax purposes if allowed and deducted on the face of the invoice by the shipper. If the shipper grants to the purchaser the privilege of deducting from the gross invoice price a discount for cash payment in a stated period, and if the purchaser, when making settlement of the bill, avails himself of the condition under which the discount is allowable, the tax paid on the amount of such cash discount may be credited in the next succeeding tax return furnished by the shipper, providing that such next succeeding return is made within sixty days of the payment of the tax upon the amount of discount allowed. If the adjustments of the tax paid on the amount of the discount cannot be made within the sixty days, such adjustment can only be made by application for refund to the department.

The sales tax on importations must be computed upon the duty-paid value of such importations. If the article is subject to the luxury tax the sales tax is not collectable on the amount of such luxury tax.

* * *

Denies Wastefulness in Distribution

Hugh Blain disputes statement in advertisement of Railway Association that "antiquated, overloaded and wasteful systems of distributing goods" are more properly a subject for public inquiry than railway charges.

IN connection with the recent protest against the new railway rates, the Railway Association of Canada attacked, in published advertisements, the "antiquated, overloaded and wasteful systems of distributing goods," declaring that the oppressive results of such systems should not be charged against the railway managements.

"A great Canadian manufacturer," the advertisement stated, "recently made public figures which proved that the retail selling price of a yard of plain white cloth in Winnipeg, after being hauled from Montreal to Toronto and Toronto to Winnipeg, would be increased by only one-half cent, even after the wholesaler had added 20% profit to the new freight rate, and the retailers another 50%. He showed that distributors, whether rightly or wrongly, added 15c. to his mill price of 16c. per yard. . . . The same serious additions to cost will be found in relation to almost every article of common household use."

An editorial in the *Toronto Globe* referring to this statement asked: "What About These Figures?" to which Mr. Hugh Blain, President of the Canadian Wholesale Grocers' Association replies:

"This 'yard' measure is an entirely new basis for calculating freight charges," he says. Does the "great Canadian manufacturer" pay his freight by the "yard?" The usual basis on which freight is paid is weight or space, governed more or less by the value and character of the goods. By the "yard" is something new and will be novel when applied to fabrics of varied weights and values. The Railway Association of Canada must have been hard pressed when it selected such an example.

"Freight in the dry goods trade although important, can hardly be regarded as a vital factor in the cost. In the aggregate, however, when it reaches the consumer it is a substantial sum.

Increases on Cotton

"We are dealing with increased freights. The rate on cotton before the advance from Montreal to Toronto was 57½c. per 100 lbs. It is now 80½c. per 100 lbs.—an increase of 23c. per 100 lbs. The rate from Toronto to Winnipeg before the advance was $1.81 per 100 lbs. It is now $2.49 per 100 lbs.—an increase of 68c. per 100 lbs. The Toronto wholesaler adds, according to the Railway Association, 20 per cent., or 4¾c., which, added to 23c., makes 27¾c. the cost to the Toronto merchant. The Winnipeg merchant pays this increased freight, and the increased freight from Toronto to Winnipeg of 68c. making 95¾c. delivered in Winnipeg, to which is added the 50 per cent. mentioned by the Railway Association, making a total increase to the consumer of $1.43 for extra freight on every 100 lbs. of cotton. This is the l.c.l. rate of freight. Of this amount the railway gets 91c., the wholesale dry goods merchant 43c. and the retail dry goods merchant 17¼c.

"But, as intimated to the Privy Council, the great increase in freights to the consumer only pyramids high when it begins with the freight on the raw material before it reaches the factory and becomes part of the cost of the manufacturer's raw material, to which he adds the spread of manufacturing cost, including labor, fuel, use of machinery and plant, and all

incidentals and overhead costs, as well as his profits.

50 Per Cent. Fair Average

"In my statement to the Privy Council I allowed 50 per cent. as an average spread for the manufacturer, which, I am told by those who ought to know, is under the average percentage, and more than fair as an argument. In some cases the spread is over 100 per cent. and in some less than 50 per cent. There is a smaller spread in refining sugar than any important industry I can think of at present. The change from raw to refined is less, relatively to the cost.

"I stated that a car of sugar containing 60,000 lbs., taken from Halifax to Toronto at the carload rate of freight of 73c. per 100 lbs., was $438. Before the advance it was 52c. per 100 lbs., or $312 for the car, being an increase of 21c. per 100 lbs., or $126 for the car. The wholesale grocer gets five per cent. for distributing sugar, and on this increase would get $6.30. The advance to the retailer is therefore $132.30. Then I instanced the car as being shipped to retail merchants 111 miles distant. The l.c.l. freight was 29c. per 100 lbs. and is now 40c., an increase of 11c. per 100 lbs., or $66 on the car. The increase to the retail merchant is therefore $198.30. The retailer charges about ten per cent. for distributing sugar, which would be $19.83, making the total increase the consumer would pay $218.13, of which the railway gets $192, the wholesaler $6.30 and the retailer $19.83.

Food For Thought

"Why did the Railway Association not criticise these figures, instead of taking a yard of cotton weighing from 2 to 4 oz.? Think of the great Canadian Transcontinental Railway Systems coming down for a basis of freight to a yard of cotton!

"O mighty Caesar, dost thou lie so low;
Are all thy conquests, glories, triumphs, spoils
Shrunk to this little measure?"

"Will the "great Canadian manufacturer" eliminate the wholesale and retail distributing charges, and tell the public how much the freight from Montreal to Toronto, and Toronto to Winnipeg, on a car of cotton "yards" will amount to?

"Does the Railway Association claim that the increase of freight rates in the United States "has actually been followed by a decrease in the cost of living in that country" on account of the increase in freight rates, or will the association not admit that the "decrease in the cost of living in that country" would have been much greater if there had been no increase in rates?

Statement Denied

"The Railway Association's statement is that "before the Privy Council at Ottawa protest against the new railway rates has been made on the ground that the giving of the new rates would raise the cost of living by a percentage many times higher than the percentage actually charged by the Canadian railways." No such statement was made in Ottawa to my knowledge. Gross misrepresentations of this reckless nature cannot help the railways' case.

"It was contended that the con-

The Brantford EXPOSITOR

In every sense of the word is a metropolitan newspaper, even when measured by severe standards. The EXPOSITOR possesses all the characteristics of publications in centres many times the population of Brantford. In editorial quality and variety, in size and make-up, it is truly a *big* newspaper.

A Metropolitan Daily

And it serves a big field—the very heart and core of the industrial life of the Dominion. Its home city is the fourth largest manufacturing centre in Canada and the surrounding farm country is unsurpassed in agricultural wealth.

Make sure that your appropriation includes the EXPOSITOR. Reach the well-to-do families that read the EXPOSITOR every day. The annual factory payroll of Brantford exceeds $10,000,000 a year. Practically every farmer in this district owns his own car.

The EXPOSITOR is the only paper in this district and covers its territory almost 100 per cent. The EXPOSITOR should be included in every "metropolitan" campaign.

A. B. C. Circulation, 10,506

For further information write us, or ask your Agency.

The Only Paper in Its Field

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL
REACHING THE GROCERY TRADE
IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Buying for Canadian Factories

Is not a seasonal demand, nor does it stop during any period of doubt or depression.

Machinery wears out, new equipment must be installed, new material must be secured. Here and there new plants or extensions to old ones must be erected no matter what business conditions indicate.

Two thousand of the men who buy for these plants read and look to The Canadian Manufacturer for information.

If you want to sell to Canadian factories you should advertise in

The Canadian Manufacturer

51 Wellington West, TORONTO

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
185 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED

C. J. HIRT, Managing Director

sumer would pay double the amount actually paid the railway companies, which, I believe, has been admitted by the United States railways as a fair reflex increase when the goods reach the consumer.

"I am curious to know the name of the party who made this statement, which is untrue.

"It is also stated that the people of Canada were warned to "beware of those who would restrict and even strangle the railways." Not one individual at Ottawa wanted to strangle the railways. We did, however, want to restrict them, and they should be restricted.

How Grocers Do It

"With reference to the assertion that "antiquated, overloaded and wasteful systems of distributing goods are much more properly a subject for public anxiety" than the railway charges, I am not concerned with the integrity and efficiency of those in the regular established channels of trade—the wholesale grocer assembles goods from all over the world, sees that they are the right kind and quality and in good condition, and adds to the cost to him on an average from 10 per cent. to 12 per cent. (and never more on the average) for distributing to the retail trade. The retail grocer adds to the cost, say, an average of 25 per cent. (and seldom so much as this on the average) for distributing to the consumer.

"The retailer is in close touch with the people, who know what service he performs, sometimes delivering a 10-cent article to a customer two or three miles away, at a cost of two or three times the value of the article.

Cheap Delivery Methods

"I claim that through the wholesale and retail trade is the cheapest, safest and best method of conveying goods from the producer to the consumer. There are some exceptions, such as a consumer living close to a producer (usually a farmer), who buys direct. No other system that pays for the work performed can distribute as economically and efficiently. "The inadequate, overloaded and wasteful system of distribution" need not be a subject of much public anxiety under such circumstances, at least so far as the distribution of those goods handled by the wholesale grocery trade is concerned. There may be sometimes too many stores in a locality, but certainly not worse than three lines of railways running almost parallel to each other between two places.

* * *

The Sherwin-Williams Co. and the Canada Paint Co., both of Montreal, held annual conventions of their respective sales staffs in Montreal a couple of weeks ago. A feature of the Canada Paint five-day meeting was an elaborate demonstration of the uses of the Company's many products. Every product was applied to some background so as to show, most effectively, what it would do for the consumer. A miniature house, for example, showed doors, windows and hardwood floors, etc., all treated with various products of the company, including the wall finish, in proper blending of colors.

All Now A.B.C. Members

Applications for membership in the Audit Bureau of Circulations have been reported from *The Bookseller and Stationer and Office Equipment Journal* and *Sanitary Engineer, Plumber and Steamfitter of Canada*, both published by the McLean Publishing Company, Toronto. This makes all the McLean publications either members or applicants for membership in the A.B.C.

Harold F. Weld has been elected vice-president and a director of the *Farmers' Advocate*, Winnipeg. He was with the *London Farmers' Advocate* from 1908 to 1915, since when he has been associated with the *Winnipeg Farmers' Advocate* as advertising manager.

ADVERTISING MANAGER WANTED

A real opportunity with a large manufacturing firm in Montreal awaits an advertising man who has a good record with a manufacturing firm—a man who has successful advertising campaigns to his credit—a man who thoroughly understands business.

Apply, giving particulars to

Box 12 "Marketing"

You Want a Man

who can pull advertising or take charge of salesmen.

A McKim, Ltd. wrote to the advertiser:—

"The progress made by your publication stands as a splendid recommendation of your energy and work."

J. J. Gibbons, Ltd. also testify:—

"It is a long time since I have had such good selling talks as those you have sent to me."

Why not get in touch with me? Prospects valued more than amount of immediate salary.

Box 11 MARKETING

About French Printing

"The largest French printing house under British Flag."

MANY English firms now realize that they must have their literature which goes to the province of Quebec—in the language of the majority—that is FRENCH.

Unfortunately, many have in the past given their work to incompetent printers. Avoid this in future by having your French printing done by those who know how to translate English to French.

Bear in mind, French type has accents — without the use of these accents, French is not perfect: we have them.

We handle translations and French printing for several of the largest houses in Ontario and Quebec.

"La Patrie" Publishing Co. Limited

JOB PRINTING DEPARTMENT MONTREAL, Canada.

Bound Volumes of Marketing

A few volumes of 1918 and 1919 issues are still available at $4 each. Orders for 1920 volumes should be entered now. You should have these in your library for reference purposes. Secure them now, while obtainable.

W. A. LYDIATT, Publisher, 53 Yonge St., TORONTO

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING

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THE CENTRAL PRESS AGENCY LIMITED

F. DIVER, PRESIDENT

110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

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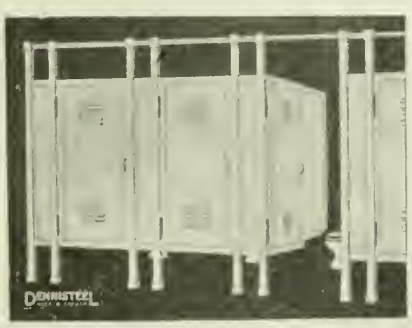


WE ALSO MAKE

Steel Lockers, Cabinets, Shelving, Bins, Stools, Chairs, Shower Baths, Dressing Rooms, etc. Ornamental Iron and Bronze, Commercial Wirework of all kinds. General Builders' Ironwork.

Dennisteel Lavatory Compartments *Are* Superior

Years of experience are behind

DENNISTEEL

Made in Canada

STEEL LAVATORY COMPARTMENTS

Hygienic, Fireproof, Non-Markable

Their clear-cut design, and sturdy construction distingnish them from the "thrown-together" sheet-metal, so-called lavatory compartments erected by the unskilled. We are the only firm in Canada that specializes in this important sanitary equipment.

Write for Folders

Halifax
Montreal
Ottawa
Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Hamilton
Winnipeg
Calgary
Vancouver

"GIBBONS KNOWS ADVERTISING"

MONTREAL TORONTO WINNIPEG

¶ A great wholesale house investigated its market---and found it should be doing a greatly increased business.

¶ It fixed quotas of business for each of its salesmen, on past performances and present possibilities.

¶ It adopted proper incentives and rewards.

¶ It asked for $750,000 increase in a single year.

¶ It got $1,256,000.

¶ Why? How?

Write, Call or Phone

Campbell-Ewald Company

E. St. Elmo Lewis, Vice-President in Charge

ADVERTISING

Astor Court Building
NEW YORK, U.S.A.

DETROIT
CHICAGO

WE believe that an advertising agency should attain and retain its volume of business by giving superior ***service*** to present clients rather than by superior solicitations for new business.

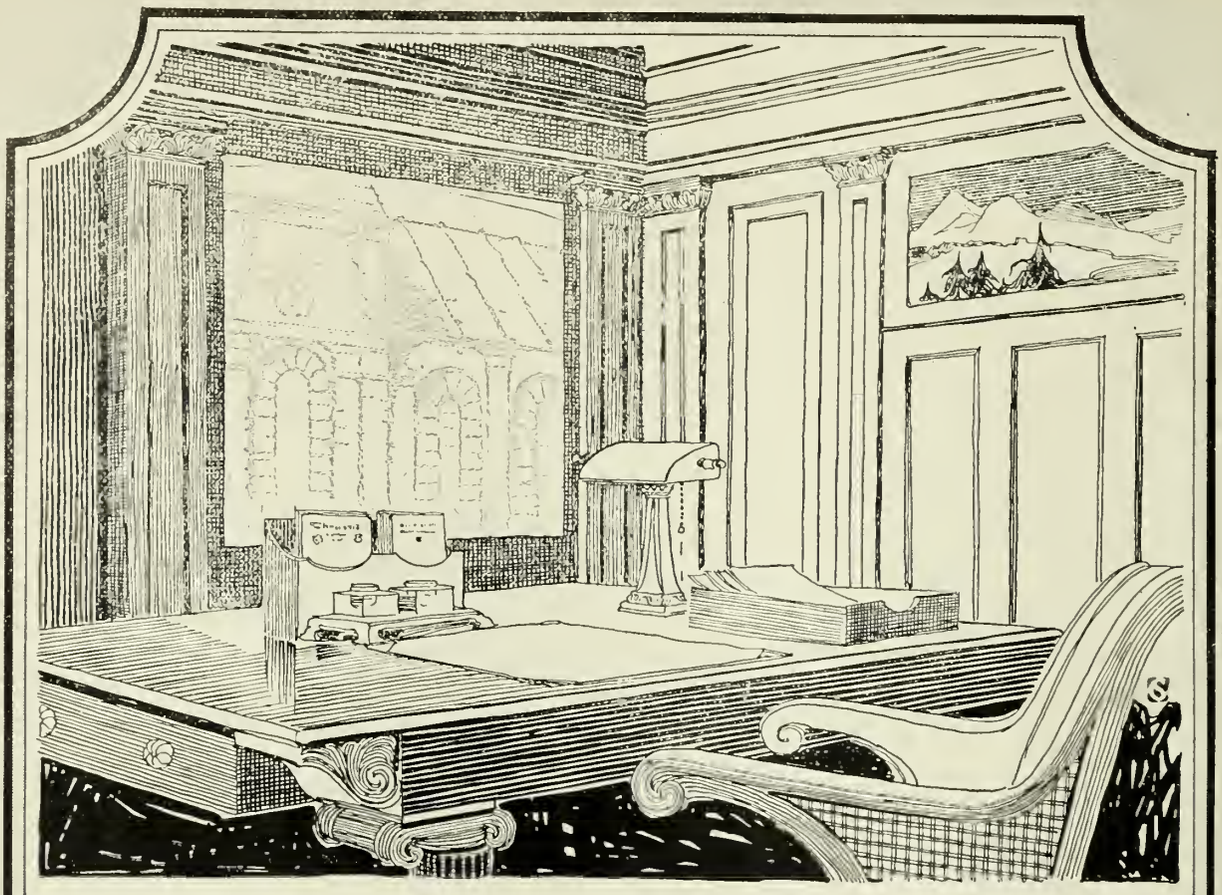
It therefore has been and still is, our policy to do very little canvassing for the purpose of securing new accounts but if you are thinking of changing your agency connection or if you have not used an agency heretofore and are now at a point where the services of an agency will be valuable, it will be a pleasure to have a representative call upon you to tell you about our Company and its ability to serve you.

THE H. K. McCANN COMPANY, LIMITED

A Complete Agency Service

14 King St. E., Toronto

Telephone | M. 4278
| M. 4279



SUPERFINE LINEN RECORD

Your letterhead may pass through the mails, be handled by a dozen clerks, be filed, and yet at the crucial moment, carry into a President's office the suggestion of your Company's dignity and standing—if it be of Superfine Linen Record.

Awarded the Gold Medal, Antwerp, 1882; the Gold Medal, Chicago, 1893, and the Grand Prix, Paris, 1900.

The Rolland Paper Co., Limited, Montreal

HIGH GRADE PAPER MAKERS SINCE 1882

Mills at St. Jerome, P.Q. and Mont Rolland, P.Q.

Volume XIV. Number 17 *Toronto, December 1st, 1920*

Marketing and Business Management

Edited by W.A.Lydiatt

TRAVELLING IN BIG COMPANY

We travel in big company. We are proud of the number of our clients, of the big clients who started with us in a small way, and of the small accounts that are destined to become big businesses.

We hope to bring to bear on ***your*** problems the experience that can only be gained by continued connection with such company.

If it should so happen that you are not ready for Advertising, we shall quickly tell you so. If you are a potential advertiser, you need the same service we are rendering to three hundred other clients.

Inquiries should be directed to our nearest office :

A. McKIM, LIMITED

Advertising Agency

Montreal Toronto Hamilton Winnipeg London, (Eng.)

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA

20 Cents a Copy

DECEMBER 1st, 1920

$2.50 a Year

Thoroughly established, with an enviable reputation that places their goods in great demand, WM. CLARK LTD. continue their policy of co-operation with wholesalers and retailers in the marketing of their superb food products.

The appetizing design herewith, is but one of the many tempting, desire producing posters with which "CLARK'S" year after year, help travellers, dealers and shop salesmen by making the great big public hungry for "CLARK'S" good things, made in Canada by Canadians.

Supreme quality and attractive packages—plus—confidence have made "CLARK'S" most successful and continuous users of *Poster Advertising*.

THERE is no debating about the quantity, quality or value of circulation which reaches *all* classes of consumers.

Posters reach all the people all the time, with the most direct, most forceful display, and in locations that carry the greatest circulation value in each locality.

Every minute, every hour of the day, ***posters*** present your message, quietly, effectively, forcibly.

There's power, permanency, prestige in ***poster*** publicity.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative.

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A. R. KENT	Kent Building	TORONTO

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Season of the "Open Purse" for Readers of *Farmers' Magazine*

Heavy Participators in Canada's Billion Dollar Crop! Consider What it Means—bigger bank accounts—better clothes, heavier purchases of household equipment, packaged foodstuffs, toilet goods, musical merchandise and farm machinery.

Co-operate with the 35,000 farm families who read FARMERS' MAGAZINE by advertising consistently in FARMERS'—make it easy for them to purchase merchandise.

Do that and you will also co-operate with the merchants who sell to farmers—to your distinct advantage.

Readers of FARMERS' are first to buy. A study of the magazine offers clear-cut evidence of the fact.

We will be glad to tell you about the wonderful work being done by FARMERS'.

Twice a Month Now. Every Week Beginning February 3rd, 1920

FARMERS' MAGAZINE

Canada's National Farm Magazine

143-153 University Avenue, - - - Toronto, Ont.

Hitch Your Advertising Wagon To a Winning Team

The Ottawa Journal **and** ***The Ottawa Citizen***

In the Capital City, Newspaper Advertising, probably more than in any other city, continues to maintain its supremacy.

Dollar for dollar of expenditure the Daily Press of Ottawa gives results far exceeding every other form of publicity.

The economy of using the Ottawa Daily Press is beyond dispute—the effectiveness of these media is acknowledged.

To completely cover the composite population in the Dominion Capital—to address four distinct classes at one time—the Ottawa Dailies are indispensable.

No papers from outside points are, in any sense, competitors.

The Ottawa Dailies should receive generous consideration in your 1921 schedules.

The Ottawa Daily Newspapers

OTTAWA, CANADA

The Ottawa Morning Journal
The Ottawa Evening Journal

The Ottawa Morning Citizen
The Ottawa Evening Citizen

¶ DO you know that the per capita consumption of soups in Canada is ten ounces?

¶ Do you know that every other home in Canada is wired for electricity? And that one in every three is wired in the United States?

¶ Continental Publishing Company, Ltd., Service Department reports indicate these facts.

¶ Our Service Department will make an investigation and report on any commodity in the Canadian market in which you may be interested.

¶ Continental Publishing Co., Ltd., is the pioneer in this field of service.

¶ Recent surveys include: Coffee, Dried Fruit, Sauces, Soups, Electrical Appliances, Oatmeal and Rolled Oats. You may have a copy on request.

CONTINENTAL PUBLISHING CO., Limited
Publishers of "Everywoman's World"
and "La Canadienne"
TORONTO MONTREAL

Newspaper Circulation Values in Prosperous Nova Scotia

The Halifax Herald
and
The Evening Mail's NET PAID Circulation Guaranteed NOT "Claimed."

ADVERTISING space in The Halifax Herald and The Evening Mail is sold to advertisers on the following guarantee:

1. That The Herald has the largest NET PAID circulation in Halifax of any morning newspaper.
2. That the circulation of The Mail in Halifax EXCEEDS that of ALL the other Halifax papers combined by approximately 10,000 copies.
3. That the total NET PAID circulation of The Herald and The Mail—that is, circulation in Halifax and throughout the Province both by carrier boy, news stand sales and subscriptions—is thousands of copies IN EXCESS of the combined NET PAID circulation of all other Halifax daily newspapers.

As stated above, advertising space is sold on this GUARANTEE, and our circulation books and records are open to inspection by your firm or your representative.

Don't accept publishers' "CLAIMS." Satisfy yourself as to the exact FACTS.

Full information on prosperous Nova Scotia and the territory covered by our newspapers will be gladly furnished to advertisers or prospective advertisers.

Halifax, Canada.

W. H. Dennis
Vice President

THE HALIFAX HERALD
AND
THE EVENING MAIL

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIV, No. 17 TORONTO, CANADA DECEMBER 1st, 1920

EFFECT ON SELLING PRACTICE OF FARMERS' CO-OPERATIVE MARKETING MOVEMENT

To what extent will it disturb established channels of trade? How will it affect retailers? Should manufacturers sell to syndicates of buyers? Movement growing, and demands attention.

By Waldon Fawcett

WHETHER the world is really in for a new order of things or whether the wave of communism—socialism—radicalism will recede as it came is anybody's guess. Certain it is, however, that the flaring up of the spirit of organization that has gained extra emphasis from the world war, will leave in its train one potent influence that must, henceforth, be reckoned with by all business interests This significant heritage of the social and commercial upheaval is to be found in the farmers' co-operative marketing movement which, with all due respect, may be said to find its most interesting exemplification in North America. It is an element to be reckoned with by all makers and marketers of goods.

Essentially, the farmers' co-operative marketing movement is "collective bargaining," pure and simple. That is what renders this new trend to joint effort in barter and sale so important to all men and women of affairs. Generally speaking, the tillers of the soil in the New World who are joining hands show no disposition to go to the extremes of syndicalism in the Old World. Various organizations of farmers and stock raisers have varying views as to the province of the new instrumentalities but, by and large, there is no ambition to abolish private ownership of property or attempt other daring inovations. Primarily, the impulse of the "get together" movement among North American farmers is purely commercial, which renders it all the more interesting to captains of indnstry and distribution.

The aspect of the unrest among the farmers most deeply impressive to manufacturing and merchandising interests is that the latter-day disposition of the agricultural cohorts to indulge in collective bargaining, coming and going, as the saying is. In consequence, there are advertisers and distributors who accepted, as a perfectly natural and logical evolution, the trend to co-operative sale of farm products, but are deeply disturbed now that so many of the general and local organizations of farmers show an inclination to go a step farther and undertake the joint purchase of all manner of commodities within the common need of the farming community.

Working Both Ways

Here then we have two distinct and contrasting but equally interesting angles of the co-operative movement in agriculture as it establishes contact with the other forces of business. On the one hand we have co-operative selling which has brought in its train co-operative advertising and collective trade-marking and notably in the case of food products, has developed markets that would not otherwise have been uncovered. On the other hand, we have co-operative buying which has manifested itself in a desire to purchase direct from manufacturers or at least to gain the benefit of quantity discounts and the lure of which has grown since the advance in transportation charges has rendered is especially advantageous to purchase in carlots.

Many pages of Marketing might be devoted to a survey of the various types and classes of co-operative organizations among farmers and to enumeration of the sundry and diverse activities in which they are engaging with more or less success. Plainly, however, the paramount interest of the everyday advertiser or seller, outside the pale of farmdom, lies not in the structure of the co-operative organizations, nor yet in the intimate details of the co-operative program, but in the present and prospective effect of this new influence upon business policy and practice. Therefore, attention will be concentrated on what is, for a large majority, the most practical phase of the subject.

In some quarters it was assumed that the first effect of the leaning of organized farmers to cooperative buying would be to sharpen the competition between the large mail-order houses and the local retail merchants who serve the retail trade. This theory has not been shown to be well founded. Some manufacturers who sell direct, via their own mail-order departments, may have gained a larger share of farm trade but the goods of the large catalogue houses are, supposedly, rather closely priced and a majority of such concerns have been unable or unwilling to shave advertised unit prices as much as the allied farmers have deemed to be warranted by a large order.

Effect Upon Manufacturers and Retailers

Discounting, then, the effect of joint action by farmers upon the

business of the catalogue houses carrying a general line, there is left for analysis the influence upon manufacturers and upon retail merchants. In both quarters we behold impress not manifest in the case of general mail order houses, wholesalers or jobbers. In the case of the manufacturer the new turn of affairs has brought, in many instances, strong pressure for the sale of goods, in quantity, direct to unions of consumers on the farms. Instinctively the experienced manufacturer feels that he cannot serve two masters. As a general proposition he cannot keep faith with the retail dealers who have long given distribution to his wares and at the same time sell direct to farmers, perhaps at prices that thanks to spot cash and quantity purchase, are appreciably less than dealers have been wont to ask in the individual transaction. Yet, pulling the manufacturer in the opposite direction is the consideration that a number of the proposals for direct purchase come from isolated farming communities where the manufacturer has no representation. Furthermore there is the lure of prestige to be attained if all the farmers in a community can, by the joint transaction, be enrolled as consumers of a given product.

Retailers, in communities where the farmers have lined up strongly for joint purchase, face even greater perplexities than the manufacturers. If a merchant is fortunate enough to hold an exclusive agency for a line for which the farmers in his district have strong preference he may snap his fingers at oppressive collective bargaining. And this, by the by, explains the higher estimate of appreciation that has come to be placed on exclusive agency contracts. Similarly, the merchant who has been wont to "carry" his customers, from planting time to harvest, by selling goods on time, is not perturbed by schemes for joint buying for cash. But with most retailers endeavouring to sell on shorter credit and with the farmers' organizations providing loans for members on joint responsibility, the old-time factor of dealer accommodation is losing its potency.

Retailers Asked to Act as Agents

What approximates the proverbial alternative of the devil and the deep sea is before the retail merchant who faces the demand, now so common as to be characteristic of rural co-operation practice, that he act as the "agent" of the mobilized purchasers. Usually the co-operative organizations that approach retailers with this proposition make a virtuous show of solicitude for the welfare of their local merchants. It is declared that the amalgamated farmers have no desire to drive the storekeeper out of business but demand is made that, in the case of joint purchases where the farmers are to pay cash and undertake all the responsibilities of delivery of the goods from the local freight station, the retailer shall give his services and facilities for a modest commission computed on the percentage basis. If he does not accept the role of agent in the big co-operative transactions, the local merchant may see the lumped orders go elsewhere and with them the incidental trade of members of the buying combine in items not covered by joint commitments.

It is the plight of numerous retail merchants in the face of the revolutionery influence of co-operative buying by farmers that is bringing about that evolution and glorification of "dealer service," which constitutes the most conspicuous reaction of the business world to the new element in consumer demand. Retail merchants and associations of local merchants in all parts of the continent are turning earnestly to the development and exploitation of "dealer service" because dealer service presents itself as the most promising, if not indeed the only antidote for co-operative buying at long range. Probably no business man who has looked closely into the situation believes that "dealer service," for all its virtues, can turn back the tide of collective bargaining. The farmers appear to be committed to joint merchandising, be it a case of give or take. But what dealer service is, by its champions, counted upon to do, is to preserve to the rank and file of "regular" dealers a proportion of the trade of each community that will enable them to remain in business and to obtain remuneration commensurate with their ability and efforts.

The interest in the trend of the agricultural population to joint purchase of the articles of universal need is intensified by the fact that a considerable proportion of the standard items of farm equipment and farm supplies are not especially suited to purchase at long-range. This aspect of the situation has been stressed, moreover, in recent years when the farmers of North America are rapidly "motorizing" their farms and resorting to power farming, no less for economic reasons than to solve the labor problem. It goes without saying that in the case of farm machinery and mechanical appliances of all kinds it is desirable that each purchaser have the benefit of personal service in the installation, operation and care of his purchase.

Emphasizes Dealer Service

It is not merely that expert knowledge is required to assemble and set up equipment that has, perhaps, arrived at the scene of operation in "knocked down" form. Education and instruction are also necessary for the successful and satisfactory operation of the mechanical toiler. The problems of lubrication and the adjustments that must, from time to time, be made in all mechanisms require special knowledge. And finally the prompt procurement of spare parts or repair parts is imperative. All that is embraced within the ideal of "dealer service." The merchant who is awake to the forces that are at work to revise the processes of merchandising has not been slow to capitalize "dealer service" to the utmost. To the same end, manufacturers who are convinced that trade prosperity is contingent upon the maintenance of the established channels of distribution are doing their part to promote dealer service.

The reader will sense the fact that this consideration of "service," as a most interesting factor of the new era of agricultural conditions, is without reference to whether or not dealer service is "free service." There is a wide difference of opinion on that score, or rather a diversity of opinion as to what amount of "service" should be given to a purchaser without charge A progressive school of thought holds that all service after the purchase and delivery of an article should be charged for in accordance with a consistent schedule of prices. It is insisted that any other system operates to place a burden upon the efficient, intelligent farmer who performs his own service but is called upon to pay his proportion of the outlay necessitated to aid the less competent or less self-reliant farmer. But, as has been said, it is not felt that the question of whether service charges should be assessed directly and individually or should be incorporated in original sale prices is one that has more than incidental bearing upon the question of " service" as a deterrent of collective buying. The important point is that with a large proportion of farmers, just as with a goodly percentage of purchasers of automobiles, "service" is an important consideration. Statistics just compiled by the United States government show that a heavy quota of farmers are demanding "more service" as time goes by, rather than less service.

From the practical business viewpoint, one of the disquieting aspects of the current onrush of cooperative buying by farmers is seen in the possi-

bilities it holds as a cause of friction between manufacturers and distributors. As has been mentioned, the effect of the creation of the large combinations of individual purchases is to bring to bear upon many manufacturers unparalleled pressure to sell direct. Meanwhile, retailers have grown increasingly sensitive on the subject, so that a manufacturer unless he be most careful and consistent in his sales policy may fall under suspicion of the retailers and the retailers' associations that regard it as no less a sin for the manufacturer to sell to co-operative stores and co-operative associations than to sell to mail-order houses.

Will Not Sell Syndicates

As the situation stands at present, many manufacturers whose products are consumed on the farms but who have abiding faith in the time-tried system of distribution, will not sell to co-operative stores or syndicates of buyers. Other manufacturers do not see their way clear to discriminate so rigidly against the co-operative institutions and will supply them on the understanding however, that the co operative establishment will sell at full retail prices. This exaction, of course, cuts the ground from under the feet of the co-operative institutions since the chief boast of the average cooperative enterprise is that it sells to its members at wholesale prices.

Running comment might be made, just here, that it is by this same strategy that certain manufacturers sidestep the issue of selling direct to farmers, either individually or in groups. Producers who take this tack do not refuse absolutely to sell ultimate consumers direct but they make such sales only at the full retail price and with some firms it is a rule that if the house has a retail outlet anywhere in the vicinity of the buyer, the retail merchant is given credit for the sale. This manoeuver of reluctant selling at retail and only at full retail prices enables a manufacturer to garner the trade that his national advertising begets in territory where he has no retail representation and yet it saves him, for the most part, from the resentment of "regular" retail dealers. Some manufacturers are so solicitous that legitimate retailers shall have a square deal, that they follow the plan of making retroactive the payment of dealers' commissions. That is to say, if a dealer is obtained in territory where the manufacturer has theretofore had no representation, the newly enlisted dealer customer is given a credit or refund covering the sales that the manufacturer had made direct in that territory.

Retailers' Advantage

One reason that many manufacturers of the necessaries of farm life refuse to be swept off their feet by the wave of rural co operation, with its lure of "massed" buying, but cling to the ideal of distribution through retailers, is that retail merchants carry at all times more or less complete stocks for selection whereas in a majority of co operative undertakings goods are requisitioned only to the extent of actual orders in hand. The experienced manufacturer realizes that between these policies there is a wide gap. The retail merchant will make and the co-operative society would lose, in every instance, the spur-of-the-moment sale,—the deal that a farmer will make if he can secure immediate delivery but that he will forego if he must wait until his order can be sent to the factory, his pressing need having meanwhile passed.

The advantage is to the retail merchant also as regards the sales that result from the exhibition and demonstration of goods. Even the co operative store is not wont to carry in stock the more expensive items of farm equipment and the co-operative buying association that, mayhap, does not boast so much as a warehouse, has, of course, no facilities that approximate a "show room." Yet, it is a well known fact that many a purchase is inspired by casual inspection. The farmer who visits the store of a farm outfitter for one purchase is apt to buy other items in which his interest is aroused when they are before his eyes. It is this recognition of the sales stimulus afforded by a permanent, well-stocked store in contrast to spasmodic merchandising from a make-shift base that impels many a manufacturer to be only luke-warm with regard to co-operative buying whereas he grants discounts that recognize the advantage of dealers' stock orders.

There is no question but what the "full line" or "one line" policy which some manufacturers are endeavouring to give headway in the farm outfitting field requires retailer distribution, if there is any way to preserve it. Co-operative buyers, left to their own initiative, will call for only certain items in a "full line,"—presumably the ones that are thoroughly familiar to consumers and have given the factory its reputation. Only a retail merchant will take in the whole "family" of products, the new and unknown along with the stand-bys of established reputation. Indeed, the manufacturer of a "full line" faces the prospect that if he allows cooperative buying to drive out of business any considerable share of the independent retailers he may have to, in order to save the day, turn around and establish his own stores or branches on the "Winchester plan" or some other formula.

Advantage of Advertised Brands

If the large producers, with many irons in the fire, have, for the reasons just outlined, occasion to knit their brows over the complications of co-operative merchandising the same must be said of small manufacturers and new entrants in the advertising field. There is no getting away from the fact that the inevitable influence of co-operative buying is to standardize the purchases. In order that there may be quantity purchase, in order that carlot shipments may be made, etc. it is essential that the rural buyers shall agree upon one make or model. And they are apt to compromise upon a familiar brand, not because it is necessarily the best, but because it is known by reputation to most of the co-operators and can be accepted on faith. Given a system that requires a unanimous vote and the placing of orders months in advance, what chance has a new and untried product? Mighty little, as compared with display at a local mercantile establishment where appearances and performances may be inventoried by the prospect who is open to conviction.

Finally, be it confessed, a number of general advertisers who are giving much thought to current developments, have a suspicion that co-operative buying, unless carefully coddled, is bound to have none too beneficial an effect upon an advertisers' good will. On the one hand, there is, as we have seen, the necessity that co-operative buyers shall agree in their selections and that makes for concentration on goods that bear old and familiar names. But set over against this influence is the counter current that tends to make price competition the foremost consideration in joint buying, when the promise has been given that the participants will save money over any other form of purchase by retail. It is this last contingency that is engaging the attention of some farsighted custodians of good will. It is borne in upon them that special and intensive advertising effort will be necessary, if the prestige of their brand names shall survive the temptations to switch allegiance that will come to executives of co-operative organizations, bent upon making a showing of savings and concessions to members.

QUALITIES WHICH MAKE LETTERS EFFECTIVE

Principles of successful letters founded upon the qualities of personality. Letters get attention when printed matter is not read—and should aim to get action. From an address before the Direct Mail Advertising Convention.

By Edward H. Gardner
of the University of Wisconsin

ONE of our boys from the Course in Commerce of the University of Wisconsin went down to take a position this summer with a certain manufacturer. In the course of a few weeks, he suggested a new follow-up method for reaching customers whom the salesman had called on, but had been unable to sell, and he prepared a series of letters to reach these dealers.

These letters have brought in to date $200,000 worth of business.

I should like to use these letters as a text for my brief talk on the subject of the place of effective letters in a direct mail campaign. We are considering, I take it, the letter as distinct from other pieces of mailing matter. We are differentiating it from the broadside and the booklet, and all the other attractive forms of advertising that may reach a man through the mails. We are not talking about the effective use of typography or color or cuts. We are setting to one side the house organ with the kind of copy that should go into it. We are not even thinking of the story to be told on the inside spread of a four page letter, where type and illustrations again play their part. We are taking a letter as a piece of naked copy, without trappings and accoutrements, and asking ourselves what it is and how it can best play its part in the campaign.

These letters I have mentioned were sent out from the office of a manufacturer of a line of merchandise that has recently been subjected to a considerable price decline. Every one knew that the decline was coming, and as is always the case in such instances, some people were more scared than hurt. That was why they hadn't bought from the salesman.

The note of this letter, which I want to read, is courage and confidence. It "treats 'em rough." It arouses curiosity and offers help, provided the merchant will act.

> Gentlemen:
>
> Doctors agree that many people died from the flu simply because they feared until their fear was actually transformed into a reality. For the same reason some merchants will probably be listed on a business casualty list of their own making. There is no logical reason to fear business conditions now or any other time. While there are circumstances over which we have no control, there are many others which we can control. In most cases we can make our own circumstances.
>
> One thing is certain. This is no time nor place for the coward in business; the man of courage is wanted; the man who has confidence in himself; the man who is ready to go forward in the face of obstacles.
>
> Now is the psychological time to campaign while the other fellow hesitates. Reports from all parts of the country show that the demand for merchandise is big where merchants go after the business in the right way.
>
> We have some valuable ideas on this subject which we would like to talk over with you in person. It would be well worth your while to make a trip to Chicago. Let us know whether you will be able to come and when.
>
> Yours truly,

That was the letter that started the tide of $200,000 to flowing toward this manufacturer. It was the letter that started making water run up hill,—that is, it made merchants buy in the face of a price decline.

Type couldn't do that; color couldn't do it, and pictures couldn't do it. That effect could be produced only by naked copy.

What kind of copy should a letter have? A letter is a personal message sent from one man to another. The essence of personality is character. The quality of character which gives us confidence is strength. This letter had strength, the strength of the great merchandising house from which it proceeded. It was not afraid. It walked into the middle of a lot of cowering, shivering retailers, and shook them up roughly—stood them on their feet, and told them to act like men.

A letter is a confidential message. The usual typewritten letter is seen only by the dictator and his stenographer before it reaches the reader, and any sales letter, even though processed, carries the same association and suggestion of confidential quality.

A letter can show specific interest in the other fellow as an individual, not as one of the multitude. It can be adapted more definitely to his personal interests and needs. This is true not only of the individually typed letter but of the letter produced on the automatic typewriter. Even the processed letter will carry the suggestion of personal interest in the other man's welfare better than can a message which is set up in type.

The letter I have read to you could not have produced its effect if it had been set up in type. We all realise that had it been desired to convey the same message in type, a different style would have been adopted, a style more elevated and austere. The message in type would have been, if I may use the figure, in the tone of a voice out of the clouds. The message on the typewriter had the tone of a confidential talk held behind closed doors.

In the course of every year, I go through several thousand sales letters Some of them I procure from manufacturers and direct mail specialists; some of them are sent me by friends, and some of them I write myself for clients.

In most of the letters that come under my observation, I am impressed by the lack of strength, the strength which proceeds from deep seated personal conviction. I should say this quality of strength is best expressed in a clear statement of basic fact, made early in the letter, a statement of fact from which consequences are drawn with remorseless logic.

Recently I went over a series of letters which were to serve as the back-ground of a direct mail campaign. Each one of them, as I passed it in review, faded from my sight like a colorless nonentity. There was not a single memorable challenging statement in the series.

Let us suppose that you have a big prospect to sell. He has been seen by a salesman; he has been influenced by pieces of direct mail matter; he

has been presented with a handsome brochure.

At length he is brought into the office. He is pleasant but unconvinced. As a final resort, he is given the opportunity of a few words with the president.

What will those few words be? What statement will proceed from the man who sits at the center of the entire business, whose grip is on the whole situation? His personality is thrown into the scale, and in the quiet, brief conference he says the thing that lies at the heart of the whole situation.

The letter is the rifle shot. It must go straight to the mark. Messes of pretty words, generalities without precise application, are bad enough in a display advertisement, but they are a tinkling of cymbals indeed when found in the letter as substitutes for earnest man-to-man conversation.

I believe the qualities which can make a letter do things that can be done by no other piece of direct advertising matter, are strength, confidential quality, and personal interest in the other man. These things make a letter effective.

Where, in a campaign, can letters be used?

A letter can be used as a pleasant invitation to read printed matter. It should contain a memorable statement closely tied up with something to be found at a specific place in the printed matter, on page No. 7, for instance, of a booklet. If it merely says "Here is the message—read it" it loses its opportunity of throwing the weight of personality upon the scale, of summarizing the most important portion of that message in the language which one man would use to another in personal conversation.

The letter gets attention when printed matter is not being read. In the follow-up, it is the equivalent of the personal visit of the salesman which cannot be ignored.

Above all, the letter gets action. This relates not only to the final action of actual purchase, but to the subsidiary actions scattered throughout the campaign, the small steps by which the prospect's mind is stirred up and kept from becoming lethargic.

Every letter should give the reader something to do and something which he can do without too much effort, just as you in conversation with a sluggish minded or inattentive man would suggest to him some small action that would involve a change of position at least, so as to arouse him to attention.

The strongest nerve in the sales anatomy is the nerve of self interest. The best way in which the letter can appeal to self interest and at the same time arouse confidence and secure action, is by stirring the prospect to a renewed belief in his own personal ability. Let your letter say to its reader "You *can!* You *can!*" At some point in your campaign, bring your suggestion of action to this peak. Call on the force that lies dormant in every man. Out of the depth of your personal conviction in the merit of your merchandise or the value of your service speak in tones of certain confidence, and throw the weight of your personality into the scale, in summoning the customer to action in his own best interest.

The greatest letters of history, the letters of Lincoln, for example that you ought to read, show this unswerving trust in the capacity of other men. This is the noblest expression of personality; it represents the highest quality which the letter can attain.

Competition, and paper shortage, and other powerful incentives today are forcing the brains of business to subject methods of advertising and sale to the severest scrutiny and analysis. The methods of direct mail advertising which you employ today will be obsolete and out worn in three years. Progress becomes more rapid and more relentless with every passing twelvemonth. The huge and sumptuous fabric of our present advertising, "The cloud-capped towers, the gorgeous palaces, the solemn temples," created by the advertiser in our superb magazine and newspaper and direct-mail presentations, shall dissolve, like an insubstantial pageant. Methods change, but principles endure. The principles of salesmanship are founded upon the qualities of personality. Those qualities which have given strength and force to personality since the beginning of the race of man will not change, though our development and application of them will assume many forms.

It is part of the letter in the direct mail campaign to take the roll of personality. I have tried to suggest virtues which are proper to that role.

* * *

Leaders in Association of Canadian Advertisers

L. R. GREENE
of Tucketts Ltd., Hamilton
President 1915-17

J. R. KIRKPATRICK
of E. W. Gillett Co., Toronto
First President 1914-15

B. H. BRAMBLE
of Canadian Chewing Gum Co., Toronto
Present President

W. M. MACKAY
of Lever Brothers, Toronto
President 1917-19

D. GEO. CLARKE
of McClary Mfg. Co., London
President 1920

HOW WE USE INQUIRIES TO MAKE SALES

Forty-six of every hundred sales due to leads sent salesmen. Big mailing folders better than small ones. Original inquiries sent salesman. From an address to the Direct-Mail Convention.

By Frank L. Chance,
Advertising Manager, Holcomb & Hoke Mfg. Co., Indianapolis

IN marketing specialties you are particularly fortunate if you have a field of prospects that is clearly outlined. Before we started in the business of manufacturing and selling Butter-Kist machines, we were marketing a device that was almost an impossibility as a thing to be sold by direct-by-mail advertising. As a result of our previous experience, we realize the difficulties that confront some manufacturers in their direct advertising.

On account of the nature of our present business we have been able to get very gratifying results from direct advertising, and to secure a comparatively large percentage of sales from advertising. The results are due to the proposition itself, and the co-operation that our salesmen give the advertising department.

In 1919, our salesmen sold machines to 16 out of every 100 leads. In other words, 16% of our business was directly traceable to leads. About 27% of the aggregate of business from advertising was due to direct-mail inquiries.

Our problem in direct advertising has resolved itself to this: Where can we get the greatest number of saleable inquiries for the money we have to invest? And to help us solve the problem we have found no better advisors than our own salesmen.

We uncover many new and fertile fields by conferring with our most resourceful and successful salesmen. In addition to this we are constantly analyzing the daily sales sheets for new fields of prospects where we can invest our direct advertising dollars to get the biggest returns for our money. There's a bottom to the advertising purse, and it behooves every advertising man to see that every penny in the purse works overtime. To do this is not a matter of inspiration or genius, but a matter of constant hard work. It means that accurate records must be kept. And these records must be consulted and heeded if you propose to get the most value from your direct mail dollars.

Each advertiser has certain questions that he has to answer for himself. And the answer can be found in the record of results.

In getting saleable inquiries for our business we have found that big smashes are far more effective than small folders, as business producers. I am sure that many have had experience exactly the opposite of this. Some firms have found that a general style maintained in a series of mailing pieces, increases results. We have to change the physical appearance of each piece, to get the best results. I mention these instances simply to show that every advertiser has to work out the thing for himself.

Patient work and careful record keeping will soon point out the best method of securing a maximum of saleable inquiries. The problem of turning these inquiries into sales then presents itself.

Where the inquiries are followed up by salesmen, I believe there is an opportunity for some mighty good work to be done in selling the inquiries to the men in the field.

In our business we work constantly to sell our advertising to our men. We are always on the lookout for an opportunity to drive home the importance of inquiries. One of our salesmen said not long ago, "When I rip open a fat envelope from the firm I look first for checks—then for inquiries."

As long as we can keep our men in that frame of mind, we can expect good returns from advertising. If you do not attach any great importance to inquiries, you can't expect your men to wax enthusiastic about leads. We find that an almost certain way to arouse a sluggish salesman is to wire him a lead.

Experience has taught us that it is good business to wire hot prospects to the men. Last year about 80% of the wired prospects were closed.

Of course the usual inquiries are mailed to our men with complete information. On every inquiry we attach a slip, giving all available data regarding the prospect, that we have on tap in the office. If possible we give the salesmen the prospect's business, his rating, and the size of the town. We advise the salesman if electric current is available in the town, and go so far as to advise the salesman as to the exact source of the inquiry. We remind the salesmen that inquiries cost us from $5 to $20 a piece, and ask for co-operation in the shape of a prompt report on the prospect. The salesman receives this report slip attached to the *original inquiry*.

Inquiries may cost you a small fortune, but I am convinced that the *original* inquiry in the hands of the salesman is worth ten times as much as it is in the files.

An original inquiry serves the salesman a three-fold purpose: First it enables the salesman to "size up" the prospect before he calls. It forms the first step in the investigation. And investigation is all important in selling.

An inquiry will tell a shrewd salesman countless things if he reads between the lines.

Second: The original inquiry is a splendid letter of introduction to the prospect.

Third: The inquiry may help the salesman to land another "cold turkey" prospect in the same community if the representative fails to close the man who inquires.

Our men are coached to regard every inquiry as an opportunity to make a sale. If the man who inquires is not sold, we say, sell his next door neighbor, or the man across the street, or around the corner.

We maintain that an inquiry is simply the tangible result of one man sizing up the situation in his community, and deciding that there is money to be made in the community with our proposition. Now if the inquirer fails to cash in, it is the duty of our salesman to call the attention of other business men to the opportunity. Our salesmen are trained to show the inquiry to the competitor as concrete evidence that one merchant has sized up the situation, and thought enough of the proposition to investigate, but did not have the business courage to go ahead with the proposition.

As a result of working every inquiry intensively one of our star men declared on the convention floor last year, that inquiries played an important part in 95% of his sales.

As a result of our continual campaign to get our salesmen to turn

The Globe
TORONTO

Unacceptable Advertising

The following classes of advertising are considered as not desirable, and therefore are not accepted:—

1. Advertising which may mislead because of incomplete description or ambiguous wording, or which makes false, unwarranted or exaggerated claims.

2. Attacks on personal character, or unfair reflections on competing goods.

3. Advertising that is indecent, vulgar, suggestive, repulsive or offensive, either in illustration, text or theme. In this is included advertising of remedies for piles.

4. Free medical treatment, or advertising which makes remedial, relief or curative claims (either direct or by implication) which are not justified by common experience. In this is included advertising of products whose principal claim is to make the thin fat or the fat thin, and that of scalp remedies which contain impossible or exaggerated claims.

5. Advertising of remedies for diseases common to one sex only.

6. Advertising of remedies for venereal diseases.

7. Advertising of products containing habit-forming or dangerous drugs.

8. Bucket shops.

9. Advertising which guarantees dividends (large or small) where only a prospect exists.

10. Advertising which holds out the prospect of excessive profits, either by comparison with abnormal successes of existing firms or corporations, or otherwise.

11. Financial offerings where those concerned have but little comparative financial interest in the proposition.

12. Matrimonial offers; fortune telling; massage; advertisements asking for cash to be sent by mail, until full satisfaction of bona fides has been given to The Globe.

13. Advertising which makes misleading "Free" offers, such as prizes for the solution of simple problems, where some "condition," such as the selling of goods or the procuring of subscriptions to a publication must be complied with before a prize can be won.

14. Advertising which, while inoffensive in form or wording, is calculated to lead to correspondence in which the principles here laid down likely would be violated.

15. Advertising (whether or not included in the above) which may lead to loss of faith and confidence in reputable advertising and honorable business by readers of The Globe; may reflect upon, or decrease to the advertiser the value of reputable advertising; or may cause money loss or injury to the health or morals of the reader.

On expiration of contract for any advertising coming within the above classes, renewal will be declined.

The Globe
TORONTO

Member Audit Bureau of Circulations

W. G. JAFFRAY
President

Wm. FINDLAY
Bus. Mgr.

UNITED STATES
Verree & Conklin, Inc.
NEW YORK, Brunswick Bldg.
CHICAGO, Steger Bldg.
DETROIT, Free Press Bldg.

Highest subscription rates in Toronto. Carries more General Advertising than any other Toronto paper.

CANADA
EASTERN OFFICE
303 McGill Bldg., Montreal, Que.
J. R. Hamilton, Mgr.
WESTERN ONTARIO OFFICE
25 Hughson St. S. Hamilton,
J. P. McBride, Mgr.

GREAT BRITAIN—T. R. Clougher, Royal Colonial Chambers, 17 Craven St., London, W. C.

each inquiry into a sale, we have educated each man to place a high value on every inquiry that he receives. This has helped us to get quick action on leads, and has assisted us materially in establishing a *good* record of closures.

If salesmen have confidence in your advertising they will co-operate. One of the best ways to gain the salesman's confidence is to keep him informed at all times as to the direct advertising that you are doing in his own territory. That is mighty welcome news to a salesman. Advise him in advance as to your general plans—then the day you mail the printed matter, get a letter or a wire to him, telling him exactly what you have done. This will get him to work with you on the class, or classes of trade circularized, even before the inquiries start to flow. And a salesman's efforts can get results from a poor campaign, or his lack of efforts can wreck a good campaign.

Our experience has proved to us the worth of giving the salesman who sell the biggest percentage of inquiry business the praise they deserve. We show them that we appreciate their efforts by thanking them with personal notes and letters—congratulating them upon their showing when they visit the office—and above all by giving them lots of publicity in the white light of our salesmen's publication. This keeps the old men sold on inquiries, and is a great help in selling the new men on the importance of giving immediate attention to leads. Consequently it helps us get the greatest possible return from our direct mail advertising.

To sum up our direct advertising experience, on a proposition sold through salesmen, the net of it is this: Consult your salesmen as to the most productive fields on which to work. Keep careful and accurate records of mailings and results, and be guided by the records. And finally, always bring every possible force to bear in selling the salesman on the importance of giving immediate attention to inquiries—and educate the salesman to work with the intention of making every inquiry result in a sale, either directly, or indirectly.

* * *

MAILING DETAILS THAT AFFECT RESULTS

Carelessness in addressing, folding, etc., discounts results, says B. A. Dahlke in address before the recent Direct Mail Advertising Convention

ACCORDING to my observations, addressing has been getting gradually worse from year to year, on both advertising matter and regular mail. This is not a very nice statement to make, but we cannot expect "bouquets" unless we earn them.

I don't believe in postscripts, but, really, the most of these envelopes should have rubber-stamped on them: "Please excuse poor addressing. We had to do it in a hurry."

We are using too much speed. The party who has charge of getting out your mail is not directly interested in the results the advertising will bring, but only in the amount he can get out for you, at as low a cost as possible.

If I had anybody in my mailing department who could address 1,000 envelopes a day, either hand-written or on the typewriter, I would be obliged to fire her, because I know she could not do them right at much more than half that speed. The same thing would happen to a machine operator who would turn out 20,000 addressed envelopes per day. These speeds can be obtained, but there is no class to the work.

Does it pay? Let me give you some facts from recent experience:

I had in my employ a girl who did addressing of a supreme quality. Please note carefully that the work was not excellent; it was supreme.

For a time we noticed that each month certain territories showed up very much better than others. Investigation established the fact that each month these better results came from territories where the addressing was handled by this particular girl.

This happening five months in succession leaves no doubt in my mind that these better results were due entirely to this high-class addressing. The increase amounted to about 30 per cent.

It makes no difference what your proposition is, what class of people you circularize, or what kind of advertising matter you send out—it will pay you to double or triple your addressing expense, if it is necessary to do so, in order to insure your work being done absolutely well.

Allow me to add that if we don't see to it pretty quickly that our addressing is properly done, the postoffice department will undoubtedly be obliged to make some very stringent rules governing this phase. Constantly increasing use of direct-mail advertising will force the department to take such action, unless we make it unnecessary.

Large publishers, in their direct-mail efforts to secure renewals and new subscriptions, are the greatest offenders.

How are the letters folded? Is that work carefully done? I wish I could give you a favorable answer on this. In only a few cases do I see anything that does not immediately suggest that "speed" was the great essential in getting out the mail. This criticism applies not only to advertising mail, but also to the regular mail.

I have seen very few circular letters during the past few years that were entitled to a 95 per cent rating; most of them run nearer 50 per cent.

I must say, in this connection, as I mentioned about the addressing, that things are getting worse. We are so much after quantity production that we are not producing the right kind of goods on our circular letters. We certainly have fine machines for doing the work, but we don't use them right.

The fault with most circular-letter work is that you try to get just about three times more impressions from a ribbon than you have a right to expect.

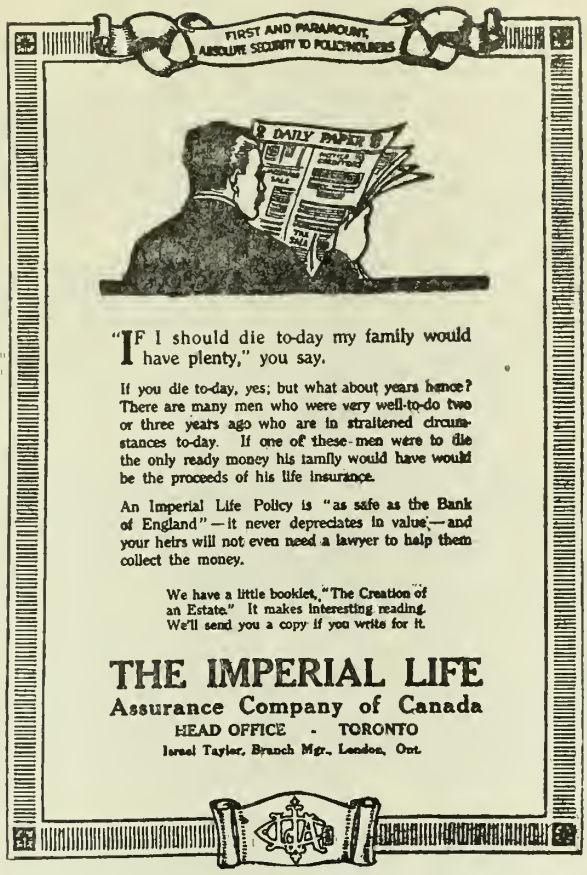
I charge most manufacturers of ribbons with overrating their product as to number of impressions procurable. Many of us take the manufacturer's statement of capacity as "honest truth."

I also suggest to manufacturers of duplicating machines that they impress on new users that if they want excellent work they cannot figure on running the machines at top speed.

Less speed and change of ribbons as often as necessary will give you better-looking letters. This also applies to addressing machines.

Over 90 per cent of our incoming mail is written in black. On circular

Proofsheet No. 12


FIRST AND PARAMOUNT,
ABSOLUTE SECURITY TO POLICYHOLDERS
DAILY PAPER
"IF I should die to-day my family would have plenty," you say.
If you die to-day, yes; but what about years hence? There are many men who were very well-to-do two or three years ago who are in straitened circumstances to-day. If one of these men were to die the only ready money his family would have would be the proceeds of his life insurance.
An Imperial Life Policy is "as safe as the Bank of England"—it never depreciates in value,—and your heirs will not even need a lawyer to help them collect the money.
We have a little booklet, "The Creation of an Estate." It makes interesting reading. We'll send you a copy if you write for it.
THE IMPERIAL LIFE
Assurance Company of Canada
HEAD OFFICE - TORONTO
Israel Taylor, Branch Mgr., London, Ont.

Reduced from large size

Adequate Sowing in a Fertile Soil

Western Ontario prospers. Its principal city, London, is a great commercial and educational centre—its inhabitants are intelligent and hard working ; they know the value of a good newspaper.

The Imperial Life Assurance Company of Canada decided to confine its advertising in London exclusively to

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

as the one best medium for reaching residents of London and Western Ontario.

The London Free Press

Branch Offices:

MONTREAL - - -	E. L. McArthur - - - - -	224 St. James St.
TORONTO - - - -	E. J. Guy, - -	Room 302, Royal Bank Building
CHICAGO - - - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - - -	D. J. Randall - - - - - -	341 Fifth Ave.
GREAT BRITAIN -	Robt. Houston -	1 Arundel St., W.C. 2, London

letters we do not find such a large percentage, but it runs over 75 per cent.

I could never understand why firms use a black ribbon. I have tried to find out by making direct inquiries, but so far have not succeeded in having anybody give me a plausible excuse for it.

I have heard the argument advanced that black is the most dignified color. I will admit that, but now ask why you want to be so dignified? Are you gaining anything by it?

Again admitting, for the sake of argument, that black is a desirable color for your letters, let me ask you whether you think the same about gray? You start using a black ribbon, but after the first time around you are getting black no longer; it is gray.

Look through your incoming correspondence and see if I am right or wrong.

We see black on white all day. In the morning we get our paper, and in the evening we read our splendid magazines and trade papers —all black on white.

Don't you think a little change is desirable? Instead of trying to put dignity into our correspondence, let's have a little more life.

I would not be so much opposed to black, providing it was possible to get decent work from that color, but I am convinced, from my own experience, that black is not a good color to use with ribbons. You cannot get good results. It is fine for printers and lithographers.

And no matter whether you use black, purple, green or blue, change your ribbons on your machines often. Impress upon your operators that you want the highest class of work the machines will produce and you don't care a snap how many ribbons they use. This will cost you a little extra money, but it will be well invested.

Very few duplicated letters I receive show clogged-up type, but nearly 50 per cent of incoming typewritten mail does show it. A little elbow-grease applied to the typewriters every morning will be good for your stenographers, and it will improve the appearance of your work wonderfully.

Does it actually pay to put out better-looking letters? I cannot submit actual proof to you on this point. The difference in cost between poor work and good work is so small that I have never taken the trouble to test it out. You certainly will not be taking very big chances by putting out better work.

I notice increased use of block paragraphing and suggest its discontinuance. When text-books, newspapers and magazines adopt this method, then it is time enough for us to use it in our letters. A paragraph is supposed to be indented, and always will be by the majority of people.

I have heard arguments in favor of block paragraphing from a mechanical standpoint, but there was nothing to the arguments. Block paragraphing makes a letter harder to read, not easier.

What I say about block paragraphing also applies to block addressing. If you want to know what the postoffice department thinks of block-addressing, write to your postmaster and ask his opinion.

And then I see addresses written in "full capitals." While I admit that this saves a little time, I say that it is not a natural way of doing things. I don't like to see my firm addressed in this way. Neither do you.

There is one thing we should all use more than we do and that is "associated paragraphing." By this I mean leaving no space between paragraphs quite closely associated, and a space between groups of paragraphs thus formed.

If you will try writing your letters in this way you will be surprised at the great advantage secured. It also gives your letter a somewhat unusual, but very pleasing appearance.

It will be rather difficult to try to use this in your regular correspondence, but in your form letters it should be employed.

I submit, for your careful thought, the statement that the lines in a letter should not exceed six inches. Lines exceeding this length are hard for the eye to follow from the end of one line to the beginning of the next.

Allow me to make the suggestion that you place your name, and your home address, on your different mailing lists, so that you will receive a copy of every piece of your direct advertising. In this way you will often see things which otherwise you would not see.

If you then find that your mail is not going out right, that some of the things I have mentioned apply to your advertising, then you will agree with me that it is important that you should give a high degree of attention to the mechanical part of your direct advertising.

During the past few years it has not been necessary to watch ourselves very carefully. In fact, inefficiency, inferior advertising, lack of care, etc., have brought to some of us greater profits than right methods would have secured. A rising market on unsold goods produced greater profits than the ordinary sales profit on sold goods would have been.

Much advertising done during this period has proved "result-bringing," not because the advertising was good enough to get business, but because it was not poor enough to scare away orders from buyers very anxious to get any kind of goods, at any kind of price.

Sells Hair Nets Through Druggists

THE appearance of an advertisement of hair nets on the front cover of a recent issue of the *Druggist's Weekly* seemed unusual enough to prompt an inquiry as to the response received.

Were hair nets a new side-line for drug stores, and did the suggestion that druggists stock the line result in any considerable sale for them? Upon inquiry, MARKETING learned from the advertiser, the Thompson Lace & Veiling Company of Toronto, that the advertisement referred to was responsible for many inquiries which resulted in initial orders, helped the salesmen secure many more—and with such satisfaction to the druggists that repeat orders are already coming in.

Nor is the idea of selling hair nets in drug stores so unusual as it seemed. Considered as an essential of a correct toilette, it seemed logical that hair nets should be sold along with other articles for milady's dressing table. So the suggestion that druggists add this line appealed to the Thompson Company, as it did in turn to many druggists.

Previously they had been sold through department, dry goods and novelty stores. The advertisement was run in the drug trade journal as an experiment—and it is believed that a large percentage of sales now being made to the drug trade is due to this advertising.

The veils are marketed under the trade name "Mermaid" and dealers ordering a certain quantity are offered a handsome statuette, made of plaster colored to represent bronze, representing a mermaid reclining on a rock. The base contains pockets to accommodate the small folders containing the veils, which retail at 15c each. This statuette stands about eighteen inches high, and dealers report it as proving an effective aid in promoting the sale of Mermaid Veils.

Culverhouse Brothers of Vineland Station, Ont. are about to put on a campaign of advertising for their jams and preserved fruits, in a selected list of daily papers. The James Fisher Company is preparing and placing the copy.

The Montreal Office of Norris-Patterson, Ltd., advertising agency, is handling a campaign in a list of newspapers for "Air-Peds" made by Pioneer Products, Ltd., Montreal.

109,000
at 10c. a Copy
No Returns

That, briefly is the record of the strength of The Toronto Star Weekly with its readers and, *for its advertisers.*

When the price was raised from 5c. to 10c. a copy circulation dropped by 25,000 in a few weeks.

Then it climbed again. Readers who ceased buying the paper on account of the increase in price began to realize that at 10c. a copy The Star Weekly was worth its price—*and they came back.*

The same thing was true of a few advertisers who dropped out. They too, have come back, and in ten weeks The Toronto Star Weekly is back on its old firm ground.

The Toronto Star Weekly

Rate
17c.
a line
5,000
line contract

On its merit, has won for itself the largest circulation of any week-end newspaper in Canada.

Isn't that proof of its sound advertising value?

We think so. So do many of Canada's successful national advertisers.

CHAS. H. EDDY CO., United States Representatives

Fifth Ave. Building	Old South Building	People's Gas Building
New York	Boston	Chicago

KIRKWOOD'S LETTER FROM LONDON

Many difficulties agitate trade situation. Radical element in labor causing trouble. Some current advertising successes. Circulation of British periodicals in Canada. British salesmanship methods, and other comments of interest from Marketing's British correspondent

John C. Kirkwood

BRITISH is losing orders to both Germany and America, and she doesn't like it. An order for £30,000 worth of machinery went to a German firm whose quotation was 25% below that of the lowest Sheffield offer; and an order for £250,000 worth of tram rails went to an American firm, which underquoted a British competitor by £45,000.

Even in Great Britain itself American competition is causing alarm. Sheffield steel users, for example, have been able to buy American steel at 30s. a ton less than the domestic quotation.

The explanations include:

The hardships of the Excess Profit Duty, which takes needed money from business, so crippling capital and compelling costly borrowing.

The uncertainty of wages, whose tendency is continually upward.

The adverse rates of exchange.

The rising cost of raw materials

Excessively high freight rates on railways and sea.

The costliness of strikes.

The loss of orders is leading to unemployment. Many factories are either closing down, or are reducing the number of employees. This means a bad winter for many.

The trades particularly depressed are iron and steel, engineering, boot and shoe, hosiery, clothing, woollen, cotton, and motor-cars. Other trades are likewise experiencing a slump in trade.

Free Trade or Protection

As everybody knows, Great Britain has been a free trade country, and remains so; but those who hold the belief that barriers should be raised against the free admission of manufactured goods into Great Britain are having their case strengthened by the fact of Britain's present inability to compete successfully against America and Germany in respect of certain lines. As illustrating the nature and extent of this competition, the following items are instructive. In eight months Britain imported 25,898 motor vehicles; £662,500 worth of cinema film (36 million feet from the U.S.A., 9 million feet from France, and 4½ million feet from other countries). Manufactured oils, fats and resins have been largely imported. There have been large increases in the importation of leather goods, paper, silks (chiefly from Switzerland and Japan), machinery and scientific instruments.

Strikes Everywhere

Unquestionably one chief factor of Britain's difficulty in meeting competition in world and domestic markets is Labour's tendency to strike. Strikes add enormously to costs, and impoverish the strikers at the same time. Manufacturers are getting "fed up" with Labour's defiant attitude and are becoming defiant themselves. The lock-out is not only being threatened, but is actual; and strikers don't like lockouts, and threaten to widen the area of their strikes. Thus, when a northern electrical firm locked out its employees because they demanded that a foreman should be a trade-unionist, the local union carried the fight to London, and a sympathetic strike of electrical workers was about to suspend operation of electric tramways and cut off London's electric light and power. This would have produced chaos. Happily a way out of the ugly situation was found at the last moment.

As I write 30,000 cotton operatives are idle at Oldham as the consequence of a lightning and unauthorized strike, and 200 mills are affected. This strike is occurring at a time when the British cotton trade is adversely affected in the world's markets, and manufacturers may be advantaged rather than otherwise by a partial cessation of production. Also, as I write, about 130 blind basket-weavers have struck for higher wages. This is almost humorous.

The big imminent strike is that of the coal miners. According to present decision they are committed to strike, but there is a growing conviction among them and their leaders that to strike now would be to play into the hands of the forces and opinion opposed to them.

Labour is Teaching Itself

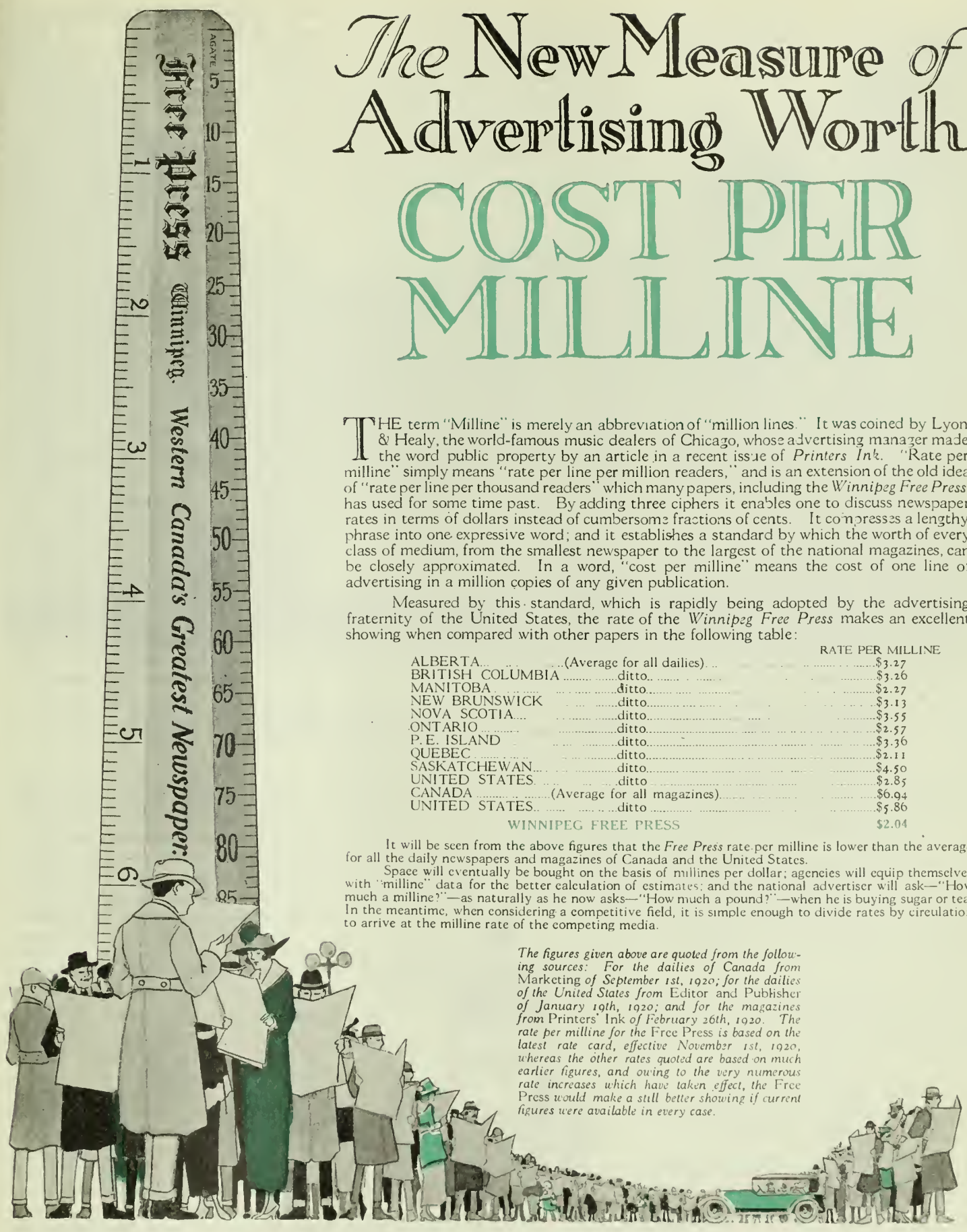
Ordinarily, in the past, strikes have been for higher wages, and, generally, I suppose the same remains true to-day. But in Great Britain trade-unionism is out for something more than higher wages and less work: it is out to govern the country. Labour is definitely and avowedly challenging the British Constitution, and aims at usurping the present Government and form of Government, and setting up instead a regime of Labour.

Britain being a country of free speech, one sees in British newspapers things to shock and disturb the complacency of many of us. Labour is embittered against Capital, not merely from envy, but because it is against all who labour for profit.

I got an inkling into Labour's mind through conversations with a man who has a high place in the confidence of Labour. He is a bookseller, and, in some slight degree, a book publisher. He deals in a particular class of book—those of a revolutionary type. I believe that he was the first to publish the Tolstoi books in this country—and here I am moved to tell of him and Sir William Gage, of Toronto.

In a former day, when Sir William was plain "W. J." he did business with this book dealer in Charing Cross Road. Mr. Gage took the Scotsman to task for his sin in publishing Tolstoi's Anna Karenina, declaring that it was an immoral book. The retort was that if this book is an immoral book, then the Bible is an immoral book—a statement which was blasphemous in W. J.'s judgment.

This book dealer told me that it is really surprising how young men of the artisan class are reading books of the revolutionary type, and books that deal with social and economic questions. These men form themselves into classes, and study doctrines and authors with a zest and thoroughness not commonly found among those who regard Labour as an unwashed, ignorant and fantastic company. The consequence is



The New Measure *of* Advertising Worth

COST PER MILLINE

THE term "Milline" is merely an abbreviation of "million lines." It was coined by Lyon & Healy, the world-famous music dealers of Chicago, whose advertising manager made the word public property by an article in a recent issue of *Printers Ink*. "Rate per milline" simply means "rate per line per million readers," and is an extension of the old idea of "rate per line per thousand readers" which many papers, including the *Winnipeg Free Press*, has used for some time past. By adding three ciphers it enables one to discuss newspaper rates in terms of dollars instead of cumbersome fractions of cents. It compresses a lengthy phrase into one expressive word; and it establishes a standard by which the worth of every class of medium, from the smallest newspaper to the largest of the national magazines, can be closely approximated. In a word, "cost per milline" means the cost of one line of advertising in a million copies of any given publication.

Measured by this standard, which is rapidly being adopted by the advertising fraternity of the United States, the rate of the *Winnipeg Free Press* makes an excellent showing when compared with other papers in the following table:

		RATE PER MILLINE
ALBERTA	(Average for all dailies)	$3.27
BRITISH COLUMBIA	ditto	$3.26
MANITOBA	ditto	$2.27
NEW BRUNSWICK	ditto	$3.13
NOVA SCOTIA	ditto	$3.55
ONTARIO	ditto	$2.57
P. E. ISLAND	ditto	$3.36
QUEBEC	ditto	$2.11
SASKATCHEWAN	ditto	$4.50
UNITED STATES	ditto	$2.85
CANADA	(Average for all magazines)	$6.94
UNITED STATES	ditto	$5.86
WINNIPEG FREE PRESS		$2.04

It will be seen from the above figures that the *Free Press* rate per milline is lower than the average for all the daily newspapers and magazines of Canada and the United States.

Space will eventually be bought on the basis of millines per dollar; agencies will equip themselves with "milline" data for the better calculation of estimates; and the national advertiser will ask—"How much a milline?"—as naturally as he now asks—"How much a pound?"—when he is buying sugar or tea. In the meantime, when considering a competitive field, it is simple enough to divide rates by circulation to arrive at the milline rate of the competing media.

The figures given above are quoted from the following sources: For the dailies of Canada from Marketing *of September 1st, 1920; for the dailies of the United States from* Editor and Publisher *of January 19th, 1920; and for the magazines from* Printers' Ink *of February 26th, 1920. The rate per milline for the* Free Press *is based on the latest rate card, effective November 1st, 1920, whereas the other rates quoted are based on much earlier figures, and owing to the very numerous rate increases which have taken effect, the* Free Press *would make a still better showing if current figures were available in every case.*

Winnipeg Free Press

Ask Any Advertising Agency

Eastern Representative: EDGAR J. GUY, 302 Royal Bank Building, Toronto

that Labour is breeding spokesmen who are really formidable in debate, because of their informed knowledge and their skill in controversy.

In the course of our conversation, I learned that I am an Anarchist-Communist—this because I declared my adherence to the teaching of the second great commandment, "Thou shalt love thy neighbour as thyself." Now I am rather frightened of myself, having a guilty feeling that I am a foe of the British Crown, that I am a "Red," a Bolshevik. I have always regarded myself as a placid, peace-loving, innocuous citizen. Now I am declared by an expert in analysis and classification to be a really terrible person.

When I talked with the fine old Scotsman, who smoked unhurriedly the while, (using Canadian tobacco, by the way), I found that he knew precisely my type of mind and argument, and was thoroughly prepared to show me the fallacies of my views, and into what evils they lead one.

The conclusion to which I have come is, Don't argue with a man on a subject on which he is better informed than you are.

Being of Scottish blood myself, I have the Scots mind: I'm ready to be convinced, but I'd like to see the man able to convince me. Though worsted in debate, I cling to the belief that Profit is a good thing to strive for by individuals, that the race is to the strong, that capital is a necessity for Labour's happy and continuous employment, and that Anarchist-Communism is something very bad and reprehensible. I have no faith that this side of Paradise shall the world ever see its people living unsellishly, interchanging its merchandise freely, on a communistic plan. I think there is something grotesquely funny about the idea of trade-unionism's beliefs that Labour—the Red Flag army—will usher in a new era, when every human will be angelic, and none shall work for Profit.

An Advertising Triumph

When the war ended, many British manufacturers found themselves possessing factories too many and too large for their normal manufactured output. Among them was the Woodside Engineering Company, making bright nuts and bolts.

Bright nuts and bolts are made by many British firms, and, so far as I know, one maker's is as good as another's. Be this as it may, the Woodside Engineering Company approved of a plan, presented by W. S. Crawford, Ltd., a live British advertising agency, which provided for the expenditure of £30,000, to make Woodside bright nuts and bolts stand out from among all others.

This commonplace merchandise was advertised in *Punch* and in other non-technical publications—surely a bold and daring thing when one considers who buy bright nuts and bolts. Yet the daring thing was a triumph. Orders poured in to the Woodside Engineering Company whose principal became known as Mr. Bright-Nuts-and-Bolts—a multi-hyphenated name not unpleasing to him, I hope. At any rate, the venture into advertising kept a war-enlarged plant going merrily.

During the heyday of its newfound prosperity the factory was sold, and the purchase price gave Mr. Birght-Nuts-and-Boltsso much surplus money for himself that he doesn't worry about making a living, but probably does worry a good deal about the things of pleasure—golf, motoring, dining, and bridge.

Milton—Not The Poet

Another W. S. Crawford trophy is the Milton account. Milton, I explain, is a disinfectant, good for "101 things." Because of its multitudinous uses a non-descriptive name for this chemical was desired.

It happened that the chemical was and is manufactured in a building standing on the ground where once stood the home of John Milton. So "Milton" was chosen as the rather meaningless name of a chemical whose uses in the household are so numerous and diverse that no one name can describe them. The name is amplified by a slogan, "Does 101 things." When you say or see "Milton" you are supposed to say or see "Does 101 things," at the same time.

A British success invades America. From a color page in November Ladies Home Journal.

Milton was an accident—a discovery by a Vancouver chemist, named Douglas, if I recall rightly. In the course of his research work the fluid now called Milton was evolved without intention or expectation.

It is a chloride of lime product; at least I, in my ignorance, say it is. It has a chlorine smell, and a chloride of lime taste. It is non-poisonous and is stable; that is, its distinctive and useful properties are not lost by exposure to light or atmosphere or high temperature.

Milton is put up in a dark brown bottle of distinctive shape. Attached to each bottle, by a rubber band, is a pamphlet of directions.

Milton has been liberally advertised. The copy is often topical. For example, the virtues of Milton for those bitten by mosquitoes during the period when these unwelcome insects are active were set forth. In hot weather the protection of meat by Milton was urged on the attention of housewives.

Milton has crossed the ocean, and is being advertised in full page spaces in colour in the *Ladies' Home Journal*, *Pictorial Review*, and probably other domestic magazines. A thing of 101 uses can be profitably advertised in a wide variety of mediums.

The Open Door.

What appeals to me about this Milton success is this; it suggests the opportunity which always exists for putting on the market, under a brand name, and with the help of good merchandising methods, anything of real merit useful to its public.

Before Milton came there were other things of comparable sort more or less well established in public favour, and in the favor of the distributing trades. Many, had the question been put to them, "Is there a place for a new disinfectant?" would have said promptly and emphatically, No. Yet in three years or less, Milton has become a household name, and has begun a career of conquest in the United States, in a national campaign.

All of which should hearten others with a good thing to brand it, and merchandise it with the assistance of a good advertising agency familiar with the methods and agencies of marketing a new product.

Money in England

Recently the owners of the London *Daily Mail*, who are also owners of the Anglo-Newfoundland Development Company (which supplies the

How Did The Manufacturer Draw This Crowd?

Name of Hardware Merchant and further details, supplied upon request

The Answer is—He Didn't!

THE crowd was drawn by a hardware firm in an Ontario town of 700 population. This crowd of over 1,000 people represents customers of the store, drawn from miles around, to attend the picnic given by this firm to its customers. Surely this is evidence of the close relationship between the hardware firm and its customers.

The close relationship between retailer and customer in this instance is typical of conditions existing in hundreds of Canadian towns, villages and cities.

The average hardware merchant (particularly in the smaller cities and towns) has been established for many years. He has a big business connection built up through years of efficient service to his customers. He is well rated, and a desireable man with whom to do business. He influences the buying habits of the people in his community, and in over 60% of the sales made, he is the deciding factor.

"Which one do you recommend?" is a question asked thousands of times each day in the hardware stores of Canada.

If you can get the efforts and enthusiasm of the retail hardware merchants and their clerks, plus their window and interior displays and local advertising behind your goods, you will have secured the co-operation of one of the greatest available selling forces.

HARDWARE AND METAL is paid for, and read, by all the wholesale hardware buyers of Canada, and over 90% of the retailers from coast to coast. They are the men who control the sale of your products to the hardware consumers. HARDWARE AND METAL can put your story before, practically, the entire Canadian hardware trade. One of our representative would be glad to give further details.

(Only hardware paper in Canada with membership in the Audit Bureau of Circulations).

HARDWARE & METAL

Canada's National Hardware Weekly since 1888

143-153 University Avenue - - Toronto, Canada

Published every Saturday since 1888. The only weekly hardware paper in Canada, and the only hardware paper in Canada that gives you a circulation statement audited by the Audit Bureau of Circulation.

Montreal Branch, Southam Building **Winnipeg Branch, Union Trust Building**

Northcliffe press with paper), asked £800,000 from the British public. The inducement was a price of 98, interest at 8%; the security was 15-year second mortgage debentures.

The £800,000 money was subscribed in 100 minutes. £4,470,170 was subscribed in 6 hours 30 mins.; and subscriptions to the amount of £2,500,000 were received by post too late. The lists were opened at 9 o'clock a.m. and closed at 3.30 p.m. the same day. There were 8,004 applicants up to a point, with many belated applications not included. Great queues lined up before the places authorised to receive subscriptions.

Canada Advertised Free.

In the London *Daily Telegraph*—Lord Burnham's paper—have been appearing several times a week long articles on Canada, contributed by Miss M. F. Billington, delegate to the Imperial Press Conference. Other newspapers contained articles on Canada from their delegates, but they were mainly of the news type—reports of the progress of the tour, and of speeches. But Miss Billington has been writing spaciously, and usefully. I suggest that these articles by Miss Billington and other articles, could be made into a book by the daily newspapers of Canada, for distribution among British advertisers. So they could be capitalized for the purposes of obtaining British advertising for Canadian dailies. I suggest dailies because it is less probable that other groupings of Canadian publications are equally able or ready to take up the suggestion put forward.

British Magazines in Canada

In a British newspaper I read of the Congress of Canadian Clubs in Ottawa, and of the discussion on the banning or penalizing of U.S.A. magazines circulating in Canada, and greasing the rails for the speedier and larger distribution of British magazines in Canada. The report I read said that one of the ideas back of the project to oust American magazines was to foster the development of Canadian magazines.

I read this report with both pity and contempt—pity for the mental obscuration of the pro-British delegates, and contempt for their lack of understanding. I am wondering if any or all of the delegates would be ready to put good hard money into a project to produce a new Canadian national magazine.

Some years ago the farmers of Ontario shouted in convention for their own daily newspaper, but when "hands up" was called, to show those ready to buy stock in the essential company, there were very few who responded to the summons.

It has taken a mint of money, and assets and advantages of unparalleled kind to put and keep *MacLean's Magazine* on the market. The *Canadian Magazine* knows thoroughly the cost of maintaining itself. *Canada Monthly* was perfectly willing to sell out to *Canada Weekly*, course, for two reasons: it wasn't good enough, and the money ran out. The *Canadian Courier's* career suggests the troubles that beset the publisher of a Canadian periodical. The *Westminster Magazine* gave up the ghost for want of breath. So has the history of magazine publishing been in Canada.

To shut out U.S.A. magazines from Canada (other than those that are circulated to subvert the country's constitution) is like shutting out the sun from a house. The U.S.A. magazines have achieved an excellence which is a stimulus to every Canadian magazine. *MacLean's* is as good as it is because of the compulsion of the magazines that make it hard for this magazine to flourish. *Everywoman's World* would not have been born, nor would it be as good as it is, were it not for the existence of the *Ladies Home Journal*. Every good publication in Canada in the periodical field, and to a degree in the farm field, is made and kept good because of the standards, and perhaps because of the competition, of U.S.A. publications. The vast revenues obtained by the publishers of U.S.A. magazines has enabled them to make their publications peerless. Their success breeds new magazines, and the new ones must go far and high to live at all. Public taste sees to that.

What The Public Wants

The Canadian people are under no sort of compulsion in the matter of the magazines they read, except the compulsion of their own education; they buy U.S.A. magazines because they get big value for money, because they get a kind and amount of reading matter and illustration pleasing to them.

To prohibit, either by legislation or tax, the entrance into Canada of the U.S.A. magazines is to set back the hands of the clock of progress and enlightenment; is to shut out the light. Were I in Canada, I should rebel, as a member of the public, against any movement or enactment which would cut off from me the sort of reading matter which I and a million like me might wish to have.

Canadian magazines cannot give the equivalent of what I obtain from The *Saturday Evening Post*, The *Ladies Home Journal*, The *American*, The *Outlook*, The *Atlantic Monthly*, and a score of other first class publications of entertainment, enlightenment and inspiration.

It amazes me to find intelligent and successful Canadians acquiring the same type of blindness and narrowness of mind as are found in the ranks of Labour. Little Englanders is a term flung at a certain class of Englishmen. Are our Canadian Clubs developing a type of Canadians who think that growth and bigness came from shutting off and out the affluents of enlargement?

The Fantasies of Ultra-Nationality

Already the road for British Magazines and newspapers to enter Canada is easy—made so by a former Postmaster-General of Canada in quest of a title. I am ready to applaud any practical and sane plans which facilitate the more general distribution in Canada of British periodicals and newspapers; and, by the same token, I am ready to applaud plans and efforts which will facilitate the more general distribution of the periodicals and newspapers of the United States, of Australia, of France, of Japan, and of any other country not plotting to subvert British institutions and Canada's connection with the British Empire. I can trust the people, who will not buy and read what they don't want to buy and read.

Most certainly our Canadian people will not buy and read the magazines of Great Britain—*Strand*, *Nash's*, *Pearson's*, *London* and the others, in preference to American magazines, and most certainly they will resent and resist any forced literary feeding.

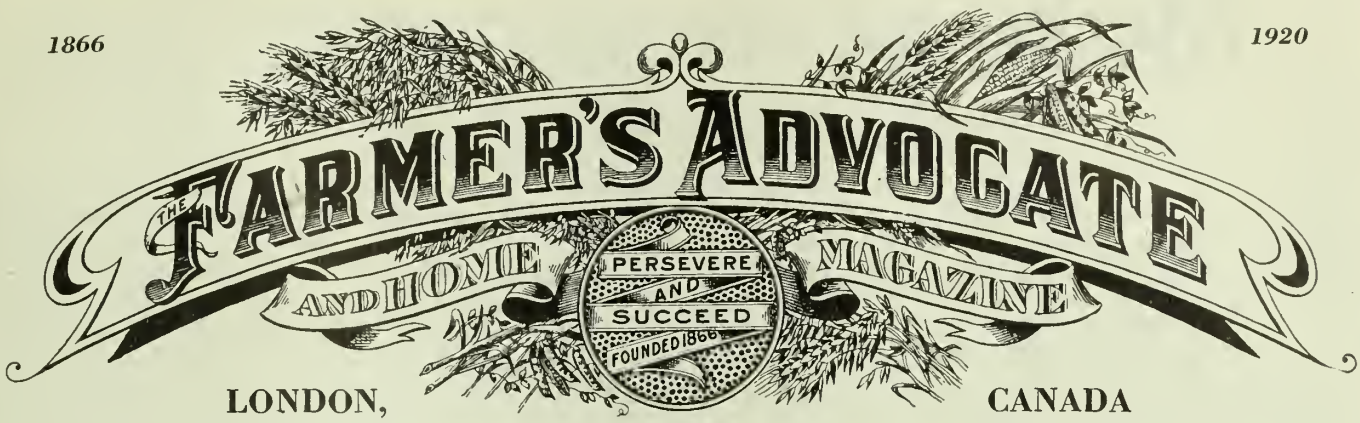
One reason why the British magazines of the popular sort are so lamentably poor is that they have never had the spur, or competition, of the American magazines. Take away light, and growth languishes.

Canadian industry is indebted to the circulation of U.S.A. Magazines in Canada: the 400-500 U.S.A. firms which have established factories or branches in Canada, entered Canada because a market for their wares had been developed in Canada largely due to the advertising in the U.S.A. magazines.

For the Canadian General Post Office to derive larger revenue from the publishers of U.S.A. Magazines, on that portion of their circulation which enters Canada, may be warranted on the grounds of national economies; but this is not at all the same thing as legislating to exclude U.S.A. magazines.

(*Continued on page 754*)

1866 *1920*



LONDON, CANADA

The Farm Family Paper for Fifty-Five Years

Here are only ten of many reasons why this publication has maintained a long lead of all other agricultural papers in Canada—

BECAUSE it carries a department for every member of the farm family.

BECAUSE it provides clean, entertaining and instructive reading.

BECAUSE the consistency of its editorial policy is vouched for by the fact that it was established 55 years ago by a farmer and for farmers, and it is still owned by the same family.

BECAUSE it is an independent, non-partisan magazine controlled by farmers.

BECAUSE it is published solely in the interests of farmers.

BECAUSE it lays greater stress upon the reliability of its editorial columns than any other farm paper in Eastern Canada.

BECAUSE it is undoubtedly the leading live stock and dairy paper in Canada.

BECAUSE it reports all agricultural conventions, meetings and farmers' gatherings more fully and completely than any other farm paper.

BECAUSE the reliability of its market information is vouched for by farmers everywhere.

BECAUSE it is the leading agricultural journal in the Dominion.

Our readers appreciate their "Advocate" and pay full subscription price in advance.

Shrewd advertisers select this medium because they know the high quality of our circulation.

Any advertising agency will furnish full information as to the circulation and rates, or we will be glad to mail them anywhere, upon request.

THE WILLIAM WELD COMPANY, LIMITED
Member A.B.C. Since Start
London, Canada
Publishers
The Farmer's Advocate and Home Magazine
"The Paper With a Punch"

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XIV, No. 17 DECEMBER 1st, 1920

A Trade Tonic

Last year the cry was for more production. It was the only way to bring down the cost of living. Whether it was that we got the increased production, or that consumers stopped buying and thus production caught up—prices are coming down in many lines, and production is now deliberately curtailed.

Those who may have succeeded in increasing their output, and who thereby caught up with the demand, must have realized that production alone will not produce prosperity. Before a profit can be realized the goods must be *sold*

When the market stagnates, for any reason, all other business activities are curtailed. They cannot operate profitably except through the ultimate sale of the product.

In view of this, is it not astonishing to find firms curtailing their selling effort. When it becomes difficult to sell, their first step is to cut out the advertising, next the salesmen are called in, and employees let out. When the market falls they turn off the power that creates and supports it. How ridiculous!

Advertising has proved itself to be the most dependable and economical means of creating and sustaining a demand for all commodities. When selling becomes difficult it may be harder for the advertising to produce results. Then more and better advertising is required.

It will be evident to any who investigate that, with few exceptions, the goods which are hardest to sell to-day are the never-advertised varieties. Established branded lines continue to find a considerable market, particularly where the advertising support is kept up.

The time to advertise is when you want more orders.

* * *

Business Instruction

The interest of publishers in the spread of education is a natural one, and it is fine to hear of a big newspaper like the Montreal *Star* being among the large contributors to the five million endowment fund for McGill University.

But publishers have a further and practical interest in encouraging the establishment in more of our Canadian Universities of courses in business management, in which direction a beginning has already been made. Would it not be a fine thing for Canadian newspapers to promote an endowment fund to provide for courses in marketing, retailing, employment, production and general business management? There is no more reason why the young men entering business should have to get all his knowledge and training through practical experience than that the doctor, dentist, lawyer, engineer or others should have to start without their college training.

Show us the demand, say the universities, and we'll supply it. Business men recognize the need, publishers can create the demand, and might well assist in meeting it.

* * *

There are two ways of measuring sales success. Counting the customers you *have*—and counting the customers you *haven't*.

* * *

Dormant Demand

The encouraging thing about the existing business situation in Canada is that the public generally is not unable, but merely unwilling, to buy.

Despite signs of stress here and there, a recent editorial in The Toronto *Globe* points out, basic conditions in Canada are sound. After price readjustment difficulties are over buyers will come into the market freely.

Confidence that this reserve buying power exists in Canada has a firm foundation in the outturn of our harvest, as compared with that of other countries. At a time when the grain-growers of the United States are confronted with a probable reduction of $371,000,000 in the value of their wheat crop, as compared with 1919, the grain-growers of Canada are beginning to market the most valuable crop ever harvested in the Dominion, an increase of $168,000,000 over the value of the 1919 crop. United States farmers will, therefor, receive about one-fifth less for their wheat, Canadian farmers a third more. The purchasing power of the Canadian grain-grower will be very much greater per head than that of the American. Wheat and oats alone represent an income of over a billion dollars at present prices.

It is upon a very solid foundation that the buying power of the Canadian farmer rests—and he will bring his reserves into action when it is evident that values are no longer maintained artificially, and that reductions in the cost of raw materials and factory products are being passed on to the ultimate consumer.

With a harvest such as Canada has had there comes assurance that the financial condition of Canadian people generally is unimpaired, and is assuredly better than that of our neighbors to the south, rich and successful though they are.

There is great buying power in the Dominion—but the price must be right.

MARKETING MISCELLANY

Other men's selling and advertising methods and ideas, selected from many sources and condensed for busy executives

Sales Letters from a Sales Talk

If the average sales executive could get the same material and strength of argument into his letters that he does into a personal talk with the prospect, his results would be greatly increased in many cases. Acting on this idea an eastern concern has a salesman deliver a selling talk which is taken down by a stenographer, and from this a sales letter is built up. It is reported that the firm almost doubled the returns from its letters when this method was adopted.

* * *

Advertising that Buy Not Sells

The advertising manager of the United Drug Co. has some ideas on advertising that might startle many business men. He says that advertising is not selling merchandise but buying good-will and confidence from the public. He maintains that the man who plans advertising for direct returns has nothing after the sale is over. He says: "We rather look upon advertising as an accumulative effort and we have in mind the reputation of the big men. Were they made overnight? You invariably find it takes from ten to fifteen years to build character and ability that is recognized by the public. We believe that advertising is cumulative and takes time."

* * *

The Salesman's "Bit" Toward Giving Service

At a recent sales convention a prominent sales executive in talking over marketing methods declared that much of the delay in filling an order could be overcome if the salesman would write legibly and clearly. Names and addresses should be printed and not written. The order itself should be written so that it can be easily read. The orders should come into the house absolutely fool-proof. If the salesman would stop and consider where the home office might make a slip in filling the order and put a note to that effect on his order form, it might mean a lower percentage of errors.

* * *

Want Ad Appeals to Pride

Furniture manufacturers in a Western city struck a new note in help wanted advertising. Instead of dwelling on the living conditions, pay, working conditions and other details usually mentioned in advertisements of this type, the copy told of the beauty of the furniture made and of the great satisfaction a man could realize through producing an article of art and character. The great designers such as Chippendale, Adam and others are mentioned. This is considered a new appeal in help-wanted advertisements founded upon a good attribute of human nature.

* * *

An Appeal that Reaches the Farmer

One almost certain appeal that will make the farmer read an advertisement has been found by a western manufacturer of engines. In his copy for farm papers he gives simple and easy to understand descriptions of how his motors work. This angle "telling how it works" he finds very effective in interesting the farmers. The manufacturer claims that the farmer is forced to depend to a large extent upon himself. He is, therefore much more interested in finding out all details of anything that is new, than the city man. Let the farmer see how it works and you have him half-sold on the goods, claims the manufacturer.

* * *

Advantages of the Catalog Assortment

Selling the dealer an assortment in the catalog is an idea that is rapidly increasing in popularity with those wholesalers who depend upon their catalogs for the bulk of their sales. In most catalogs the dealer goes from page to page selecting the items he thinks will interest his customers. In the catalog illustrating assortments, several pages will be devoted to various sized and priced assortments. The dealer quickly picks out the assortment that attracts him most. In doing this he may be buying more merchandise than he would otherwise, but he saves time and trouble in making his purchases. The idea of having assortments of certain lines of goods pleases the buyer because it makes it easier for him to buy and the seller finds that he sells the merchant more, while making less bookkeeping and clerical work for the house.

* * *

Humanizing the Routine Letter

The sales letter is sent out bubbling over with personality that warms its way into the prospect's heart. It gets itself read and puts its sales arguments over by the breezy human note it strikes. The sales letter's little brother, the routine letter, is badly neglected however. Cold and repulsive, as a rule, it goes out to customers to tell them that:— "Yours of the 11th to hand and in reply would say—"etc.

A considerable number of firms, while sending out excellent sales letters, turn out routine letters that are as dry as dust. The dealer usually is able to know a sales letter when he sees one but the little routine notes about orders and shipments takes him off his guard. If these are written in a human way, avoiding all stilted phrases, a very fair amount of good-will can be worked up. Very few concerns can afford to subordinate either the sales or the routine letter. Both types are essential and the two, working together, form an effective correspondence unit.

* * *

Taking House Organ Seriously

How seriously does the average business man take his house organ? The fact that there are several hundred of them being published in Canada does not altogether affirm the query. The average manufacturer clearly sees the value of advertising—but just what good a house organ does him is more than many men fully understand.

House organs as a rule do not give immediate results, nor do they usually give many direct results. But when well edited and printed, they have been known to tremendously lessen sales resistance and that is only another way of boosting sales. One manufacturer of auto accessories maintains that his house organ is responsible for the wonderful good-will that has been created among his dealers. He made an investigation in five separate territories and found that dealers welcomed his paper for ideas that it contained on selling, written from their view points.

In that point lies one of the big secrets of a successful house organ—it must be written from the dealer's angle and must contain ideas that will help him. If some of the concerns now publishing house organs would omit some of the "we's" and "ours" and use "you" more frequently they might find that the dealers were taking more interest in their house organ—which means increased good-will.

The house organ has possibilities that no salesman has; it can call on every dealer in Canada every week. It presents its sales story to him during a leisure moment. It gives him good merchandising suggestions which is just what every live dealer wants. The result is that a good house organ puts the dealer in a favorable frame of mind which is certain to better the salesman's chances of a sale when he calls.

* * *

Touching High Spots Leaves Room for Competition

A sales manager, whose men had been losing out to a competitor ordered his men to stay in a certain city for three days and work the small dealers in the suburbs. At the end of the first day the salesmen wired in that business was picking up—that the suburban dealers had not been covered by the competitor.

This experience demonstrated a loss of business in the competitor's way of covering a town. The salesmen usually spent a couple of hours getting orders from the big stores and with these as arguments were supposed to cover the small dealers. However, with some large orders in their pockets the rest of the business looked unimportant and they passed hastily and carelessly over the small orders before going on to the next town. A real checking up of the dealers visited by salesmen would probably result in a very fair increase of orders and as well, a nice proportion of new business.

* * *

Most Valuable Because Most Concentrated

Analysis of the reasons for the splendid continuous advertising support given by National Advertisers to THE OTTAWA FARM JOURNAL—more than 12,000 lines in excess of every other farm paper for the quarter ending 30th September last—reveals one striking fact.

There is No Waste Circulation

Less than 500 copies of the total distribution of nearly 24,000 are circulated outside the 17 Counties of Eastern Ontario and 4 Counties of Western Quebec.

And this total circulation is more than 6,000 greater than that of any other farm paper going into this territory.

You cannot reach the prosperous and progressive agriculturists of the Great Central Dairy Belt unless you include THE OTTAWA FARM JOURNAL in your 1921 schedules.

THE

OTTAWA FARM JOURNAL

OTTAWA, CANADA

BRANCHES:—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
413 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
1 Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—Fifth Avenue Bldg.
CHICAGO—Peoples Gas Building
BOSTON—Old South Building

The "You" Angle in Copy

Many advertisements that might be effective by giving a direct "you" angle to the copy are spoilt by the advertiser being afraid that his appeal is not broad enough, says a writer in *Printer's Ink Monthly*. He contends that many pieces of copy start in the right way but lose strength by wavering before they are more than nicely started. He cites as an example a recent advertisement which attracted his attention. He needed an overcoat but had neglected purchasing one because of his dislike of the job of selecting a coat. One morning he saw a headline in an advertisement which said: "Your covercoat has come!" He jumped into the advertisement eagerly but soon lost interest—there was nothing more said about "his overcoat"; instead the advertisement became a mere list of colours and prices.

The advertising manager of a shoe company wrote a piece of copy with a direct "you" appeal. The copy was fine, everybody agreed. When the President came to O.K. it he thought it was too narrow in its appeal and "broadened" it by putting in several "perhaps" and "probably's." When he got through the copy was dull and had lost its compelling directness. In trying to get a wider appeal to the copy he had changed it from live to dead stuff.

As a matter of fact, copy aimed at a certain class of people usually pulls from other classes too. A minister who preaches directly at a certain member of his congregation usually has several people tell him that it seemed as if he was speaking directly to them. In the same way the copy that has a distinct "you" interest will reach more than the class of people intended.

* * *

The Federation for Community Service, Toronto, is making its annual appeal on behalf of local charities, supported by a series of large advertisements in the daily newspapers. Norris-Patterson, Ltd., is handling the campaign.

* * *

John R. Davidson, for some years past with the Hugh C. Maclean publications in Winnipeg, is now in charge of *The Prairie Lumberman*, a house organ being published monthly by the Western Retail Lumbermen's Association.

* * *

W. F. Herman, proprietor of the Saskatoon *Star* and *Phoenix* and the Border Cities *Star* and *Sun*, is on an extended trip to Europe with Mrs. Herman.

* * *

The credit for promoting and making possible the big schooner race held recently off Halifax, and which attracted attention only second to that of the America's Cup races, is due to the energetic initiative and enterprise of W. H. Dennis, proprietor of the Halifax *Herald* and *Mail*.

* * *

An advertising campaign for the Eureka Vacuum Cleaner will appear shortly in daily newspapers. Copy has been prepared and will be placed by Norris-Potterson, Ltd.

Tried by Jury

Verdict: "Different—and Best"

The great jury of readers who have tried this paper declare that it is different from all others and the best practical farm journal. The following is one from hundreds of similar testimonials:

Welwyn, Sask., Nov. 5th, 1920

The Nor'-West Farmer,
Winnipeg

Dear Editor:

Enclosed find postal note for your paper for three years. We have been receiving it for some time until July or thereabouts. At first I passed it on to a neighbor who did not get a farm journal, and later I began to look it over and to look forward to its coming. We get two other farm journals, but they are not like The Nor'-West Farmer. One runs to politics and the other to machinery, both good in their way, but do not fill the many needs of the farm like yours. I am leaving the farm in the spring and I am having you send the paper to my son's address. Wishing you every success, I am,

Yours truly

(Sgd.) Margaret Traquair

"Published to Promote Good Farming"

Ask any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

Member A.B.C.

WINNIPEG, CANADA

Toronto
J. B. RATHBONE
95 King St. East

Montreal
J. B. RATHBONE
413 Transportation Bldg.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
95 Madison Ave., New York, N.Y.

What About Your Sales in New Brunswick?

Compact, accessible, responsive, New Brunswick is one of the best markets in Canada. It offers a field that few national advertisers ignore.

When the space-buyer makes up his list for New Brunswick he invariably places

The St. John Telegraph

and

The Evening Times-Star

at the top because they are the only A.B.C. papers in the province, and with 30,000 circulation and a combination flat rate of 6c a line they cover New Brunswick effectively and economically.

Telephone Company Advertises for "Good Will"

Aims to bring about better understanding of the conditions under which employees work

THERE are those who will argue that good-will cannot be won by advertising alone—that it is necessary to "deliver the goods." These will contend that if the telephone company wishes to win public good-will it must first furnish the service which the public demands.

That the standard of telephone service has been away below par for several years past—that the occasions for complaints and criticisms have multiplied—that telephone users almost without exception are exasperated—will hardly be disputed.

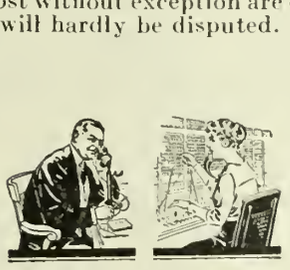
But these complaints and criticisms would be less severe, if not largely removed, if the public realized the difficulties under which the companies have been operating. The demand for service has exceeded all anticipations, and this at a time when equipment and materials were almost impossible to secure, when the organization was depleted by war's demands and the skilled labor required was hard to secure. In common with nearly every other line of business the telephone company has been unable to keep up with the demand.

The average citizen has failed to appreciate the situation. His complaints have assumed that the required service could be given. If he appreciated the difficulties he would be less severe in his criticism.

So the telephone company has been running a series of advertisements to bring about a better understanding of the conditions under which telephone operators and employees do their work. The copy makes a straight-forward, human-interest appeal, the general idea conveyed being that if telephone users will stop to consider the human, personal side of the telephone system and endeavor to cooperate rather than criticize and condemn, there would be a decided improvement in the character of service rendered.

An effort is made to impress telephone users with facts showing that those responsible for telephone service are an earnest, conscientious and reliable body of men and women, who realize their responsibilities to the public and do their best to give satisfactory service under conditions which have been admittedly difficult.

The three advertisements reproduced, reduced from two-column size, are typical of the series, now running in all the principal cities. They were prepared by the service department of the Gazette Printing Company, Montreal.



"Thank You, Mr. Smith, The Operator Will Call You!"

YOU recognize that sentence?

When the Long Distance operator uses that standard acknowledgment she speaks for the Company and expresses the Company's idea of its obligation to the public.

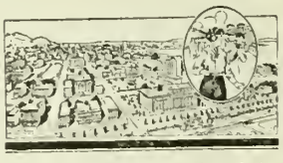
We do thank you, Mr. Smith, for your call. The operator does her utmost to reach your party quickly—it only pays, but all the Mr. Smith's who use our lines.

In local telephone service the words are not used, but the spirit of them applies. Throughout our whole organization, everyone is striving to serve Mr. Smith and to put into the work the spirit that shows that we thank him for his call.

That's the spirit that we know will produce good service. We count on your friendly co-operation.

The more you know about the Telephone the better it will serve you

The Bell Telephone Company of Canada



A City of 40,000 People!

IF all our telephone buildings were brought together in one place, and to them were added the homes of all our employees, the result would be a city of 40,000 or 50,000 people.

As a matter of fact, the employees of the Company, with their families and dependents, numbers considerably over 40,000.

The large body of workers can reasonably claim to be among the more active, progressive and necessary elements in the life of the community. If, every time you used the telephone, you could see all those who make it possible for you to talk over the wire, you would realize how earnest and painstaking telephone workers are.

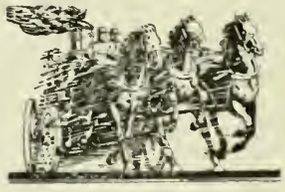
They have keen personal interest in keeping the quality of the telephone service up to the highest possible standard.

You, as a telephone subscriber, rarely come directly into contact with the telephone employees. They serve you in an intimate though unseen way, and the product of their labor is very necessary to your welfare.

Through the medium of this advertisement, they ask you to co-operate with them in their efforts to keep the service up to the standard they are always striving to maintain

The more you know about the Telephone the better it will serve you

The Bell Telephone Company of Canada



Team Work

IT doesn't need an emergency to prove the value of your telephone service. But emergencies often demonstrate the team work that makes the telephone so vital to your welfare.

In Ottawa, not long ago, a lady working about the gas range in her kitchen brushed the loose sleeve of her dress to the fire and in a moment was wrapped in flames. Rushing to the telephone she had strength only to take down the receiver and cry "help."

"Central" heard the cry. She quickly told her supervisor, who consulted "Information," and found that there was a telephone in the house next door. The neighbor was called and rushing in, put out the fire in time to save a life!

Similar examples of resourcefulness, alertness and intelligence might be cited, from many cities, in which prompt action of telephone operators saved precious lives and property.

Our constant aim is to keep the standard of telephone service up to a point that will meet the call of any emergency, and at the same time give our subscribers complete satisfaction in the ordinary requirements of every day.

The more you know about the Telephone the better it will serve you

The Bell Telephone Company of Canada

Star Big Giver to McGill

Among the large contributions to the five million dollar endowment fund for McGill University, in connection with the campaign conducted last month, was one for one hundred thousand dollars from the publisher of the Montreal Star. This is said to be the largest subscription ever given to a Canadian University by a newspaper.

William Hollins Company, makers of "Viyella" and "Clydella" unshrinkable flannels, have entered the Canadian field by opening a branch in Toronto under the management of George S. Mason. Previously they have been represented by agents, and Canadian advertising was placed from New York. In future it will be in charge of Smith, Denne & Moore, Ltd. Magazines, newspapers and trade journals will be used.

Windsor

Ford City, Walkerville, Sandwich, Ojibway
(THE BORDER CITIES)

and Why

The Third Largest Manufacturing Centre in Ontario

The Home of Canada's Highest Paid Labor

Highest Average Spending Power of Any Canadian City

THAT there is no market in Canada offering the all-round possibilities of the Border Cities is the sum and substance of an independent report submitted after a close study by a trained investigator.

Windsor's prosperity is "built in." Legitimately and logically Windsor's own, it is there to stay and is the business growth of such products as Ford Motors, Toledo Scales, Canadian Postum and hundreds of others.

And yet the Windsor market is peculiar. Proximity and neighborly intimacy with the States have given birth to preferences that need to be known.

The investigator's report is of vital interest to manufacturers considering Windsor. it goes into close detail. For instance, on food products it covers the most Important stores in the Border Cities, with the sales of competing brands and an analysis of the situation.

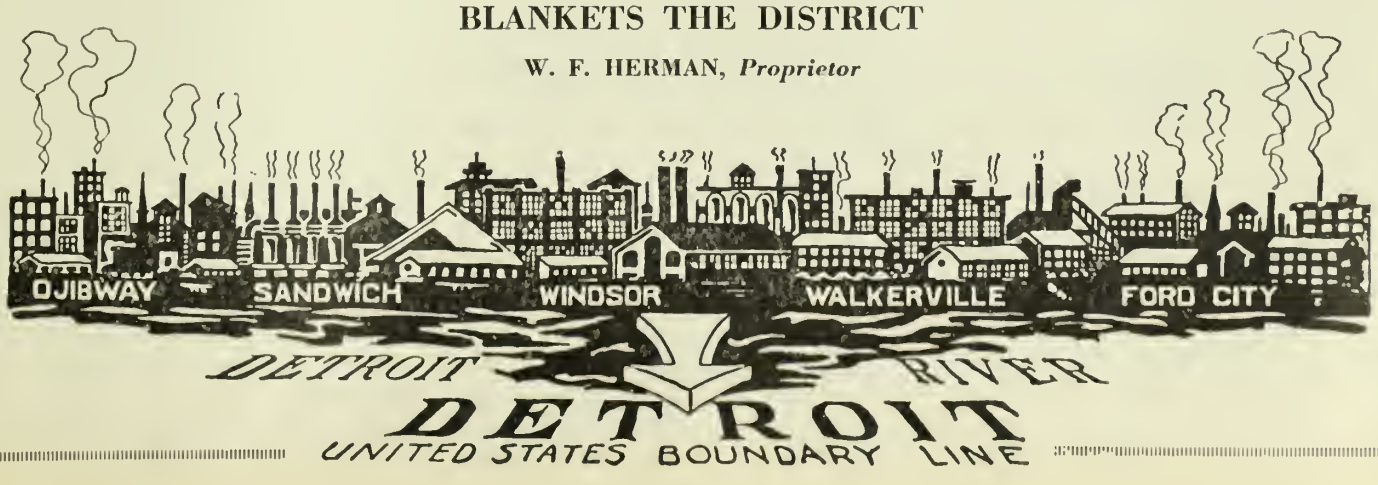
We have a few typewritten copies of these reports and will be glad to send to any manufacturer the general report on the district and the special report on his particular product. Address Manager, Border Cities Star, Windsor, Ont.

The Border Cities

SUN (*Morning*) STAR (*Evening*)

BLANKETS THE DISTRICT

W. F. HERMAN, *Proprietor*



In
Kingston

It's
The Whig

A.B.C. average for September, 6,234.

A.B.C. average for November 1st to 15th, 6,350.

The Only A.B.C. Paper in Kingston or within 100 miles

DIFFICULTIES IN GETTING MAILING LISTS

Best names procured through salesmen. Many lists compiled by listing companies far from what is represented, is the criticism of C. P. Ufford, manager Trade Extension and Research for the B. F. Goodrich Company.

THE national advertiser has more difficulty in *buying* satisfactory lists than anyone else, because in the majority of cases he procures his lists more easily and has a better list than any other class of selling corporation.

Generally, his lists are procured through the medium of sales forces. If these forces are well directed and are conscientious in their work, the national advertiser soon accumulates lists which are not only pertinent to his selling plans, but which are correct and which he has the opportunity of revising with sufficient frequency to keep them strictly up-to-date.

The list accumulated through salesmens' reports is the ideal list. Through several years experience in handling a list of over 100,000 dealers in automobile tires, automobiles and other kindred lines, we find that our returns on matter sent out to this list are only about 300 to the mailing or less than one-half of one percent.

Where the national advertiser has to buy lists he expects to buy lists of the same standard of efficiency as those which he has been able to build up for himself. Is it possible for him to do this? Experience tells us that it is not and that he has difficulty in reaching the ideal for which he aims.

One can hardly believe this if he reads over the literature and the solicitation letters of the various mailing list companies. According to their catalogues and order-soliciting letters they have obtained a degree of efficiency and perfection which is largely to be desired but seldom obtained in their line.

While the listing companies are often to blame for the fact that the lists as delivered are not up to the advertiser's expectations, still a large portion of the blame lies with the purchaser of the list.

Sometimes the Purchasing Department is given a requisition for a list of names covering certain lines of trade. Now we all know purchasing departments. Their function in life is to buy and being buyers their aim is to buy cheaply and it is true they aim for quality. But how many of have experience with mailing lists which is sufficient for them to determine quality? Very few. Consequently we find fault number one, right here.

The purchase of mailing lists should be centered in one person who by association with the line of goods to be marketed and the conditions under which they are sold, is in a position to have a fair idea of the requirements. He should then become acquainted with the listing companies. He should know them well, know their personnel, know their plant, and know their methods. Then and then only is he in a position to buy intelligently.

Under no circumstances should a mere request for the purchase of a mailing list by a selling department, be considered without analysis. Who are the persons or firms to be reached? What is the object of the message? What is the selling price of the goods? What are the terms of payment? With this knowledge in hand lists may be ordered intelligently. Without it, never.

Many times in developing this information, the question brings out angles of the subject which entirely change the nature of the list used. Let me illustrate again from personal experience. We had a request to buy a list of Acid manufacturers. As catalogued, it covered approxmately 200 names and cost $3.50. It covered all kinds of acid manufacturers, but our real need was a list of manufacturers of nitric, muriatic and sulphuric acid only. These amounted to 150 names and the list cost $2.50. Was the difference of a dollar in cost and 50 names in circulation worth considering?

Well it so happened, that this list was never circularized nor was it ever intended to be circularized. It was intended as a list of prospects for salesmen. Who will say that it was not worth while when 50 calls by salesmen were eliminated by five minutes discussion.

Another case illustrates the same point. A list of the wholesale stationers was ordered. It covered 1500 names, cost $12.00 and was worthless for the purpose intended. Fortunately this fact was discovered before the list was circularized. There was no carelessness in the compilation of the list and no blame attached to

the listing company. It was an error on our part in selection. What was needed was a list of commercial stationers, 400 in number and costing $5.00. One thousand names would have been circularized three times without a possibility of return.

A list of wealthy farmers was needed quickly. A list was offered costing more than $600. and covered 158,000 names. The commodity to be sold in this case was agricultural belting such as is used in connection with gasoline engines, threshing machines, etc.

Before ordering, the Listing Company was asked as to the method by which they determined whether or not a farmer was wealthy. Now how do you suppose they did it? Simply by knowing whether or not the farmer has an automobile and in this case the flivver counts just as much as the high grade car. If Mr. Farmer has anything in the line of a car then he is a wealthy farmer. It is sufficient to say that we did not purchase the list but commenced to work in an entirely different manner.

From these and many other experiences, we have learned that the getting of good mailing lists, is a matter of knowing your own requirements and knowing your Listing Company, and using quite a bit of common sense. As buyers of mailing lists we must order what we need and we must then insist upon getting it.

Listing companies are necessary, they are essential, and a source of much good, but they are also a source of much evil.

If we are to get good mailing lists, we must place our orders with those who are equipped, in respect to personnel, plant and reference libraries, to give us service. We must stop patronizing commercial listing companies giving dusty typewritten copies of lists compiled two or three years ago.

Many listing companies are relics of the past. Their methods and sources of supply are antiquated and they are not giving service of the 1920 variety.

The reason, I believe, is that their prices are too low; their charges are not based upon present day demands, upon present day salaries or upon present day service. Many of the listing companies are following lines of least resistance rather than really going out and selling their service. They are taking what comes and rendering the same kind of service and lists rendered ten or twenty years ago.

The buyer of lists is seldom invited to look over the plant. Why? Because they would be ashamed

Dominance as it affects Advertising Rate—

Two or three papers may have a combined circulation equal to one dominant paper. But here the similarity ceases. The dominant paper is able to render better service in the following way.

A better service means a better publication for the reader. Intensified Reader Interest, greater advertising effectiveness per unit of cost.

You also know you buy a circulation without duplication.

Advertising in the Dominant paper, lends Dominance to the advertising

The Grain Growers' Guide guarantees 90,000 net paid circulation from December, 1920. Its advertising rate 72 cents per agate line is lower per line per thousand subscribers than the average farm paper in Western Canada and the four leading farm papers in Eastern Canada.

In addition the Grain Growers' Guide offers a unique and exclusive Merchandising Service to its advertisers. Any Guide office will be glad to supply you with details upon request.

DOMINATE WITH YOUR ADVERTISING IN THE DOMINANT FARM PAPER

The
Grain Growers' Guide

WINNIPEG, MAN.

Offices also at
53 Yonge St., TORONTO
1478 Broadway, NEW YORK

Members
A. B. C.
C. N. N. and P. A.

to have a would be customer see the staff and equipment. Help, in many cases consists of persons who could not secure a position in a modern office. They are of necessity illy paid and of the same drab nature as the quarters in which they work.

The files are a jumble of paste board boxes and dusty shelves. The libraries consist of a few city directories, telephone books and trade association lists with a rating book or two thrown in for good measure.

And yet the field for proper service in the line of lists is practically unlimited. Three years ago I tried to place thirty thousand dollars worth of business for one job. It was data which was to be compiled from the very sources in which the listing companies claim to be specialists. I could not get the service that I had to have.

Practically all of the concerns I called upon were appalled by the size of the job and stated it was outside of their field, and yet every one had advertised to furnish it in another way.

Now, as to how to keep lists in good shape. The methods are obvious and simple. If mailing lists are compiled by salesmen of our own organization, they must be revised daily through the medium of daily reports upon the trade.

If use is made of purchased lists, they must be used promptly and all returns promptly eliminated, and new lists should be purchased at least quarterly or semi-annually in accordance with your knowledge of existant conditions.

It hardly pays to revise a purchased mailing list. There are hundreds of changes daily on business concerns alone and in the course of three to six months the changes upon the majority of lists are great indeed.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR OCTOBER

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
	October 1920					October 1919		
Macleans Magazine	2	700	62,099	1,636	91	43,776	1,312	61½
Canadian Home Journal	1	800	32,547	1,448	42½	29,260	434	37
Everywoman's World	1	800	29,170	1,987	39	28,118	2,175	37¾
Western Home Monthly	1	720	21,848	1,347	32¼	20,055	2,178	33
Christian Guardian	4	700	21,610	728	32	not	checked	
Canadian Courier	2	700	21,589	1,436	30¾	20,110	632	28½
Canadian Magazine	1	224	14,181	1,909	72	15,483	742	72
World Wide	5	636	11,822	224	19	7,044	——	11

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR OCTOBER

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total	Grand Total
	October 1920						October 1920
Grain Growers' Guide	4	720	67,933	5,797	534	74,264	x 108,226
Nor'West Farmer	2	720	56,485	5,297	648	62,430	59,069
Farmers' Advocate (Winnipeg)	4	720	50,793	7,210	456	58,459	x 77,661
Canadian Countryman	5	700	47,730	5,270	466	53,466	xx 56,181
Farmers' Advocate (London)	4	720	45,145	10,451	196	55,792	x 86,666
Farm & Ranch Review	2	720	40,237	4,930	608	45,775	44,055
Farmers' Magazine	2	700	33,280	1,688	77	35,045	42,056
Canadian Farm*	8	792	25,289	5,294	1,312	29,895	42,273
United Farmers' Guide	4	720	22,600	3,896	——	26,496	not issued
Maritime Farmer	2	672	21,649	1,520	1,308	24,477	30,396
Farm & Dairy	4	700	21,441	2,634	288	24,363	x 47,452
Family Herald & Weekly Star (Eastern)	4	940	78,746	400	4,481	83,627	x 118,064
Ottawa Farm Journal	9	2,432	65,770	1,210	5,009	71,989	124,066
Family Herald & Weekly Star (Western)	4	949	64,092	180	4,487	68,759	not checked
Farm & Home	4	1,025	60,830	1,496	1,182	63,508	x 25,338
Farmer's Sun	8	2,400	53,799	3,980	2,111	59,890	x 48,472
Free Press Prairie Farmer	4	1,180	32,249	578	6,328	39,155	x 55,981
B. C. United Farmer	2	840	17,059	229	261	17,549	7,072
Montreal Weekly Witness	4	2,100	14,478	——	4,474	18,952	21,685

*Includes Mid-week Supplement except the issue of the 29th, which was not published.
x—5 issues. xx—4 issues.

VOLUME ADVERTISING IN TORONTO DAILIES

For the 10 months ended October 1920. Figures compiled by Toronto Globe.

	Globe	Mail & Empire	Star	Telegram
Autos and Accessories	535,899	364,400		85,105
Financial (other than Oil and Mining)	584,923	505,318		156,019
Oil and Mining	36,253	98,292		29,809
Wearing Apparel	118,906	125,007		72,960
Grocery Products	328,481	239,119		317,904
Patent Medicines	291,688	353,825		382,181
Drug Products (other than Patent Medicines)	135,668	109,524		178,256
Music and Musical Instruments	161,427	130,465		239,907
Books and Publications	35,110	20,240		49,834
Resorts, Travel and Hotels	188,433	131,343		50,656
Educational	36,438	22,274		5,500
Farm	82,744	45,895		410
Other	915,380	782,303		466,947
TOTAL GENERAL	3,451,050	2,924,805	2,336,294	2,005,458
TOTAL RETAIL	1,547,311	1,542,302	5,142,384	1,371,862
Amusement and Transient	400,997	412,767	473,864	647,504
TOTAL DISPLAY	5,369,388	4,669,874	8,222,544	6,994,824
Classified	1,239,213	847,655	2,890,906	5,415,430
TOTAL ADVERTISING	6,608,601	5,507,529	11,113,450	12,410,254

Imrie's "Hamilton Times" Quits

After three issues as a morning paper, publication is definitely suspended. "Combination of circumstances" responsible.

THE real reason for the suspension of the Hamilton *Times*, after only three issues as a morning paper, is still being debated in Canadian newspaper and advertising circles. Under other circumstances it might be explained by the difficult conditions which newspapers have had to meet during the past few years, becoming more acute during the past six months.

But *The Times* was purchased the end of September by a newly organized company, under the management of John M. Imrie, and presumably with sufficient financial resources to put the paper firmly on its feet. A morning franchise was sought and secured, in the belief that there were better opportunities in the morning field. Three days is hardly sufficient to test out those opportunities. So other explanations are naturally sought.

Mr. Imrie refuses to give any information as to the other parties associated with him in the enterprise, or to add anything to the explanation offered in the published announcement of the paper's suspension.

"It has been found necessary to suspend the publication of the Hamilton *Morning Times*," this announcement said. "This has been brought about by a combination of circumstances, largely unforeseen and uncontrollable, which culminated to-day in the inability of the management to secure sufficient printers to make the issue of to-morrow's edition possible. It had been unable since Monday to publish papers of requisite size owing to this cause. The management, which had been paying a scale of wages

in excess of the morning newspaper scale provided for in the agreement entered into between the Hamilton publishers and the Typographical Union, was unable to meet the demands which the union officials thought were fair under the circumstances, with the result as above stated.

"This is very much regretted by the Ontario Newspapers Corporation, Limited, but is the only action possible when all the facts are considered. The proposal to establish a morning newspaper in Hamilton, as it presented itself to the promoters a few months ago, seemed feasible, and even attractive as a commercial undertaking. Events, however, in the business world have of late developed so quickly and unexpectedly as to prejudice a successful operation of the enterprise which this company has undertaken.

"The management has, however, reason to be grateful for the encouragement accorded the new enterprise by a section of the city. Considering the appeal that was made, the response that was made from the advertising standpoint and subscriptions received, gave assurance that under normal conditions, and the co-operation that had been anticipated, ultimate success might confidently have been looked for.

"All obligations will be promptly met and money received for unearned subscriptions and advertising refunded immediately."

Newspaier Service Goes On

Mr. W. Nelson Wilkinson, Managing Editor of the Hamilton *Morning Times*, who also is President and General Manager of the Canadian Newspaper Service, Limited, made the following statement:

"Canadian Newspaper Service, Limited, was separate and distinct from the Hamilton *Times*. The company purchased from the Ontario Newspapers Corporation, Limited, the plant and business of the Canada Ready Print Co. and amalgamated it with the Canadian Newspaper Service, Limited. The business of the Canadian Newspaper Service, Limited, is not affected by the suspension of the Hamilton *Morning Times*.

The Federal Advertising Ageney, London, is sending out contracts for advertising of the Ruggles Motor Truck Co. of London, Ont.

A new campaign for Dominion Brand Soups, (Dominion Canners', Ltd., Hamilton), is being placed by the H. K. McCann Co.

The Canadian Courier, Toronto, has made an assignment. It is probable that publication will be definitely suspended, although efforts at reorganization are being made.

Contracts for Canadian advertising of McQuay-Norris "Leak-Proof" Piston Rings have been sent out by the D'Arey Advertising Agency of St. Louis.

Advertising for McCrimmon's Chemicals, Ltd., Toronto, is now being placed by Norris-Patterson, Ltd.

In point of Merchandising Co-operation

The United Farmers' Guide

stands easily

First on the Continent

The United Farmers' Guide has an ownership affiliation with the United Farmers' Co-operative Co.'s strong chain of general stores in the Maritime Provinces. These stores operate on a cash and price competitive basis.

Through them the Guide renders a Service to its Advertisers that is practical and based on well established principles of merchandising. The Service offered by the Guide has never been available through any other publication

You Can Apply This Service Profitably to Your Sales Problem

Any Guide office will be pleased to discuss this Service with you in detail, demonstrating its successful application to various lines.

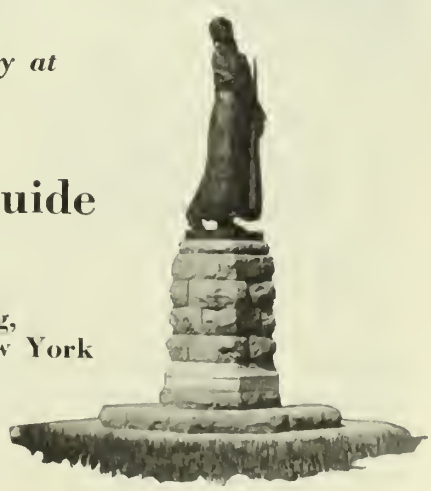
The United Farmers' Guide **has the largest farm journal circulation published in the Maritime 25,000 guaranteed January 1921.**

Published Every Wednesday at Moncton, N.B.

The United Farmers' Guide

Branch offices at
53 Yonge St., Toronto,
290 Vaughan St., Winnipeg,
1478 Broadway, New York

Successful Applicants A.B.C.



"In the Land of Evangeltne"

New
Rate Card
In Effect January 1st, 1921

General Advertising
Per Agate Line

Transient.....02½c.
1,000 lines.....02
5,000 lines.....01¾
7,500 lines.....01½
Composition..½c. line extra

Daily Average Circulation for October 4,701

Rates from any recognized agent or direct

THE DAILY RECORD
Member of A.B.C.
Kitchener, Ontario

Our Calendar

A limited supply is now ready for distribution to business houses requesting us to send one. Size is 21 x 27, as shown below.

West Toronto Printing House
HENDERSON & GALBRAITH, Props.
1045 ST CLAIR AVE. TORONTO

Ways to Eliminate Waste in Advertising

Reduced Size and Volume of Advertising would enhance Value of Space. Claude Sanagan tells Hamilton Advertising Club

"WE haven't too many papers, now, but too much paper." That was one of the observations relative to the paper shortage and its effects, made by Mr. Claude Sanagan, Advertising Manager of Willys-Overland Limited, in an address to the Hamilton Advertising Club on Nov. 1st.

The Hamilton Advertising Club is one of the livest organizations of its kind in Canada and the results of its recent membership campaign were in evidence at the November dinner at the Royal Connaught, upwards of one hundred being in attendance.

Prior to his connection with motor car advertising, Mr. Sanagan spent many years in newspaper work, both in the editorial and business departments, and he spoke from a dual standpoint, when referring to the paper shortage. It was unfortunate, he said, that the effect of increased prices for newsprint should have led to so many mergers and failures. In the case of small-town newspapers, however, these were not due altogether to the paper situation, he contended. A decline in editorial force in the rural press had something to do with it. He recalled one of his first editorial duties, that of reading the weekly exchanges as they existed twenty years ago. Then, every small town had two papers and the editors were hard hitters. Many people used to say the editors were too personal and too bitterly partisan, but he declared that it made for a healthier public opinion when a country editor would call a spade a "spade" and his contemporary "a mean, lying sheet." It wasn't a good thing for the country that the papers were dwindling to one to a town.

There were not too many papers but there was too much paper, and if the newsprint shortage would lead to eliminating waste, it would not be an unmixed evil. The newspapers could give just as much news without giving it in so many words. The A B C of newspaper writing was supposed to be Accuracy, Brevity and Clarity, but many had got so much farther on in the alphabet that they were wasting tons of newsprint, for which the advertisers and subscribers were paying.

His solution of the problem of reducing the size of newspapers was to employ re-write men for expert condensation of telegraph as well as local news and to change the basis of paying correspondents from space rates to news values. Obviously, smaller papers would mean restrictions on advertising space, particularly that used by other than local advertisers.

As a buyer of advertising space, he claimed that the reduction in volume of advertising would enhance that advertising which was permitted. Smaller space, with more carefully planned copy, especially if in good position, would command, under the same restrictions for all, attention equal to the present large space copy—advertising was a matter of competition for attention.

In this connection, the speaker expressed his preference for regular editions to special editions, which he said contributed to paper wastage. A special edition might be published because there was a fall fair or a new moon and might be filled with advertisements, but instead of that proving its value as a medium, it detracted from its value to the advertiser. The more paper used in a special edition, the less use it was to the advertiser. Similarly, leads in lineage were no criterion as to the value of a paper—its value was rather in inverse ratio to the amount of advertising carried.

So that if papers would change their editorial methods, giving as much news as at present but using less pages, the consequent limited advertising space would be worth more—naturally, he said, the papers would have to charge higher rates.

Faced by such a condition, advertisers would make it a point to get full value out of every inch of space. The greatest care would be exercised in the preparation of copy so as to produce 100% efficiency. The point Mr. Sanagan was leading to was that if increased copy efficiency could be obtained through space limitations, why could not copy efficiency be increased under present conditions. He urged that in the use of advertising space, advertisers would eliminate much waste by striving to get the maximum value out of it.

Among several questions asked at the conclusion of the address was whether the speaker thought advertising rates should be increased to meet rising costs or whether the subscribers should pay them. Mr. Sanagan replied that if smaller papers were adopted, this would obviate the necessity of increased subscription rates. If no change were made, then subscribers should bear a portion of the increased cost. Subscription rates had been too low in many cases, considering the value readers received, but he did not agree with those advertisers who argued that most of the increased cost of production should be borne by the subscribers. It was possible to go so far in that direction as to seriously reduce the number of readers, in which case the loss of circulation value would recoil on the advertisers.

Before dealing with the main question of eliminating waste in newspaper advertising, the speaker instanced practical ways and means of effecting savings in other forms of advertising, bearing in mind that economy did not mean absence of, but wisdom in, expenditure.

In the case of poster advertising, he believed there should be a more general analysis of locations, so that any unprofitable hoards would be eliminated from showing. As to print-

ed literature, he demonstrated how necessary it was to specify page sizes that would cut out of standard papers without waste, to take into consideration the number of pages constituting a form when deciding on the number of pages in a booklet, and such things as selecting screens and sizes of engravings that would enable the advertiser to get double use out of them.

What he laid particular stress upon in the matter of direct-mail advertising was the waste through ordering larger quantities than necessary. Most advertisers, he said, had had the experience of getting a printer's quotation on a certain quantity of printed matter, giving him the order and then accepting the suggestion that they might as well increase the order, so as to reduce the per-piece cost. It was the aggregate cost that counted, declared the speaker, and if a thousand extra folders were printed, only to be thrown under a counter, then that represented so much waste. Incidentally, he made a plea with retailers, when they found dealer-helps unfitted for their special requirements, that instead of throwing them to one side, they notify the manufacturer—advertising men appreciated criticisms as tending to avoid further waste.

The waste caused by over-ordering was tremendous, not only in paper and printing, but also in clerical work and postage, and to avoid this the speaker urged the necessity of keeping one's mailing list up-to-date—it was as important to remove deadwood as it was to add new names.

In the course of his address, Mr. Sanagan had chaffed those newspapers that had been "bearing" all the markets—except paper—but he urged the members of the Hamilton Advertising Club to keep on advertising just the same. He hoped that none present was a member of the blue-ruin fold, and concluding with congratulations to the club for arranging the big convention to take place next May, he predicted when that time came around, Canadians would still be eating to keep alive, even if they wouldn't be doing much drinking; they would still be wearing clothes similar to those used by other modern tribes; they would still be buying insurance and vacuum cleaners; they would still be enjoying the comfort of upholstered furniture at home, even though there should be a law against their riding there in upholstered furniture on four wheels; "and," he said, "as long as we're going to stay in this civilization business, it's still going to pay to advertise."

Numerous questions were asked and answered at the conclusion and a vote of thanks, moved by Mr. L. R. Greene, of the Tuckett Company and Industrial Commissioner C. W. Kirkpatrick, was tendered Mr. Sanagan for his address.

* * *

New copy for Holeproof Hosiery is appearing in Canadian mediums, placed by Lord & Thomas, Chicago.

* * *

The advertising of Week's "Break-Up-A-Cold," made by D. Weeks Company of Des Moines, Iowa and St. Thomas, Ont., is being placed in Canada by the Federal Advertising Agency.

Largest Circulation in Moose Jaw

The Daily NEWS (EVENING)

The purchasing power of the people in the district covered by The News is unusually high, because they reside in one of the most favored wheat areas in the Province of Saskatchewan. National advertisers can cover this rich territory in the most effective way only by using space in Moose Jaw's ***leading evening paper, The Daily News,*** members of A.B.C.

Net paid circulation for the three months ending Sept. 30th, 1919—**6160** Total distribution—**6506**

Covers a Very Rich Wheat Area

United States Representatives:

DAVID J. RANDALL
341 Fifth Ave., NEW YORK, N.Y.

A. R. KEATOR
1411 Hartford Bldg., CHICAGO, ILL.

Character

In a newspaper means more than circulation to an advertiser.

It means results.

Because the degree of responsiveness to an advertising appeal is largely governed by the **CHARACTER** of the medium which is used.

When you have a medium with **CHARACTER** plus **CIRCULATION** quantity plus circulation **QUALITY** your seed is sown in fertile ground.

The Calgary Daily Herald

The Only Evening Paper in Calgary

combines the necessary qualifications for such a medium.

It has the confidence of its readers—while all of them may not at all times agree with its opinions they respect them and read them.

In Calgary nearly everyone sets aside a part of each day to read *THE HERALD.*

Your message will go to the right people at the right time, and in the right way.

It will get results

Member A.B.C. Statements on request

The HERALD PUBLISHING COMPANY, Ltd.
CALGARY, CANADA

Representatives for Eastern Canada:
EDGAR J. GUY, Royal Bank Building, Toronto, Ont.

Representatives for United States:

HENRY DE CLERQUE
800 Mallers Bldg., Chicago, Ill.

L. KLEBAHN
1 West 34th St., New York, N.Y.

When the Local Advertisers

Begin to increase their advertising in their local newspaper it shows that the results obtainable are most satisfactory.

The

Galt Daily Reporter

had an increase in local advertising during the month of October, over the amount of the previous month, of 33%.

To national advertisers our 4,545 A.B.C. guaranteed circulation offers the opportunity of covering the prosperous territory of the city of Galt, the towns of Preston and Hespler and the surronnding rural district

Galt Reporter Ltd.

GALT, Ontario

(Member A.R.C.)

Translations English To French

"The Largest French printing house under British Flag"

IF you are seriously contemplating the translation of your English literature into French, have it done by some one able to give proper and effective translation.

This also applies to yonr French printing—we can do both properly—all work entrusted to us guaranteed.

We handle transactions and French printing for several of the largest houses in Ontario and Quebec.

"La Patrie" Pub. Co.

Limited

JOB PRINTING DEPT.

Montreal : Canada

Kirkwood's Letter from London

(*Continued from page 740*)

I do not know how others—how Canadian publishers and other Canadian interests—have viewed the discussions which took place at the Congress of Canadian Clubs at Ottawa: I do know, however, that supposed self-interest has, in the past, led some Canadian publishers to advocate the exclusion by burdensome taxation and conditions, of U.S.A. magazines from Canada. I know also, that the publishers of Canadian rural weekly newspapers have desired to see checked the free circulation of the small city dailies in their communities, and that the small city dailies have groused about the facilities provided metropolitan dailies for developing circulation in the small-city dailies fields; that the publishers of both small and large city dailies in both Canada and the United States have declared war against the publishers of magazines and trade, class and technical newspapers. I know that the Boers of South Africa didn't want the British to gain strength in that country; that the Indians of North America wanted neither the French nor the English to dispossess them of their hunting grounds; that Canada doesn't want Japanese, Hindoo or Chinese immigration; that Britain doesn't want German or American competition; that the little retailer doesn't want the big department store; and so on, and so on. Also, I know that Canada's growth and development, like the growth of every other country and nation, is accelerated and made more fruitful of the best things, when it comes under the influence of new outer forces, expansive and enriching in their quality.

Shutting out U.S.A. magazines from Canada won't do Canada any good, and won't do Great Britain any good; and no amount of compulsion or opportunity will make the Canadian people, who are the class most to be considered, like or want the *London Magazine*, The *Strand*, *Nash's*, and a dozen others of inferior sort.

Really, I had hoped for something better from the elect representatives of Canadian Clubs, and of their zeal for Canada.

British Salesmanship

When an Englishman condemns the salesmanship methods of his own country, then it may be concluded that they are quite as bad as we transatlantic critics say they are. For long years I have been saying that Englishmen are poor salesmen but I have to say this sotto voce sometimes, to save myself from some caustic rejoinders.

I give the palm for salesmanship to Americans, not to Canadians, for I have encountered some mighty poor salesmen in Canada, and not always were they English-born.

The Englishmen's idea seems to be, take it or leave it. He doesn't care a hoot about psychology. He seems to be on the defensive rather than otherwise. The arts of persuasion are horrible in his eyes. He seems to feel that he has done his full duty towards the customer by having in stock what the customer is supposed to want; and if and when the customer dares to suggest that he would like to see something else, or to have the privilege of choosing, the Englishman feels affronted, and straightway loses interest in the sales transaction. Indeed, he may even say some very rude things. Of course he knows that he runs the chance of losing the sale, but that doesn't distress him. He has done his sacred duty in showing his wares. He obeyed the customer's command to be shown a hat, or a pair of boots, or a piece of cloth, or whatever it may be; and if the customer doesn't like what is produced, let him go hang.

Selling Motor Cars

This little explosion concerning English salesmanship was ignited by something I saw in the London *Evening News*, written by an Englishman. I extract from his wail the following:—

"Here is the important point and one which I consider will do much to determine the success or failure of our motor industry in the future. We must 'sell' our cars.

"Let me illustrate my point. A friend of mine, who wanted to buy a medium-priced new car a few months ago, started his peregrinations at the top of Great Portland street. With a few praiseworthy exceptions, the story was the same in every showroom where British-built cars were dealt in—no demonstration or trial car kept, the so-called salesman barely civil, date of delivery uncertain.

"My friend then tried some of the American agents. In every case, a model could be inspected and tried, a definite price was given, and delivery in anything from a few days to a fortnight. He made his selection. Needless to say, he is now the pleased owner of an American car.

If we do not change our present shortsighted policy of driving would-

be purchasers away by apparent indifferenee and ineivility instead of selling them a ear, we shall undoubtedly be left behind in the international competition for ear sales.

Moreover, we shall not have the satisfaction of being able to say it was anyone's fault but our own."

I quite expeet that these adverse comments on British salesmanship will be resented by some sons of the blood; and that there will be recollection of numerous English salesmen who are or were stars of the first magnitude. But I am not talking of specific cases, but in a general way. Lord Leverhulme and Lord Northeliffe are examples of English salesmen than whom there may be no greater. They may be called super-salesmen. Of salesmen of the lesser sort—the men who meet face to face those they wish to sell to, England has many first-class men, and I am ready to say that I know a goodly number who are able to "put it over" in a masterly way. But it is not the few, but the many, that I am thinking of.

Selling is the world's biggest and hardest business, and it is selling that gives men the largest incomes. Selling is much more than canvassing: it is the impressment in a dominant way of one's mind and will on others; it is making one's wares so attractive that the desire and will to possess them will not be denied.

❦ ❦ ❦

Frank W. Horner, Ltd., of Montreal, are advertising "Carnol," a tonic, in a selected list of mediums. Copy has been sent out by National Publicity Ltd., Montreal.

❦ ❦ ❦

Advertising for Booster Hair Tonic, made by the Canadian Booster Co., of Windsor, is being placed by the Federal Advertising Agency, of London.

❦ ❦ ❦

"Jello," a jelly powder made by the Genessee Pure Food Co., of Le Roy, N.Y., and Bridgeburg, Ont., is being advertised in a list of Canadian papers with a series of attractive 84-line copy.

❦ ❦ ❦

The 1921 campaign for Carnation Milk is getting under way. Trade papers, farm journals and direct-by-mail advertising will be largely used. The Baker Advertising Agency is preparing and placing the Canadian advertising for this product.

❦ ❦ ❦

Boeckh Co., Ltd., Toronto, brush makers, is advertising the "Pen-Dura" hand brush in a selected list of Canadian dailies. Norris-Patterson Ltd., is handling the campaign.

❦ ❦ ❦

It is reported that the advertising for Stewart Phonograph will hereafter be placed direct.

CONCENTRATED BUYING POWER

NO other province in Canada, and few other sections of the world, have the concentrated buying power of Prince Edward Island. The richest province per capita in the Dominion, no poor, largest average bank accounts anywhere, 100% English-speaking.

National advertisers cover the province thoroughly through the Charlottetown Guardian (8,000 circulation) and the Examiner (2,000 circulation). No other medium a factor in this field.

The Charlottetown Guardian

J. R. BURNETT, *Editor and Publisher*

Member A.B.C. Write for rate card

CONCENTRATING !

That's what advertisers are doing to-day. Picking the best medium in each field and using it exclusively. It is economical as well as efficient. In St. Thomas trading territory there is only one daily—The Times-Journal—and it is

The Only Paper

read by 90% of the 50,000 prosperous people who live in the city of St. Thomas and the county of Elgin. No other paper can produce results from these people as does their home paper. That's why it is on the 1921 schedule of so many national advertisers. See that it is on yours !

The St. Thomas

TIMES-JOURNAL

Member A.B.C. **Circulation Over 9,000 Daily**

6,241

copies an issue—sworn circulation of the

Owen Sound Sun-Times

Every other day

Tuesday, Thursday and Saturday

Population of Owen Sound (this year returns) 12,213

Put The Sun-Times on Your "Daily List"

The Canadian
TIRE AND ACCESSORY JOURNAL

Guaranteed Circulation Over 3,000—To be Proved by Audit

Experience has shown the established manufacturers of tires and accessories that, in order to get satisfactory distribution of this line, it is imperative to interest, to convince and to get the goodwill of the men in the trade.

They influence sales in a very large way. Their advice is accepted by car owners in nearly all cases.

This paper is, therefore, entitled to the advertising of every tire and accessory whose maker wants a national sale in Canada.

Rates on Request

THE COMMERCIAL PRESS, Limited

51 Wellington W. Toronto

Through Our

FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
185 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

Offers Prizes to Drug Clerks

An interesting recent advertisement in the *Druggist's Weekly* is that of the Cowan Company, Toronto, offering a series of prizes to druggist's assistants sending the best ideas for increasing the sale of chocolate bars and other five-cent confections.

Ideas which sell are worth passing on, the advertisement points out. "Out in British Columbia a short time ago," it relates, "a progressive druggist hit on a clever idea to increase his sales of chocolate bars, and incidentally his profits. To-day he is enjoying a fifty per cent. faster turn-over on these lines than he ever had before. Down in Halifax is a druggist who evolved a simple plan which doubled his sales in 5c confectionery lines. In an Alberta town a live druggist profited by another splendid idea. The stock of 5c lines of a Quebec druggist was moved by a further novel little scheme."

Possibly it would help to make the contest more successful, and suggest the kinds of ideas desired, if the "clever idea," "simple plan" and "novel little scheme" referred to were described. Doubtless it is the intention to give publicity to the "ideas" suggested by those who enter the contest—and it should help to draw out the right kind of ideas if the examples were more specifically quoted.

"The Cowan Company is going to give you these ideas," the advertisement further says, "and many more. From this contest numerous other simple, yet effective, plans will be discovered and they also will be passed on to you. In this way the contest will prove not only interesting but profitable to every druggist—and those who furnish winning ideas will be doubly repaid."

Druggist's assistants are asked to look over past experience in the drug business and try to recall any little merchandising idea that has increased the sale of chocolate bars and other five-cent confections. It must be an idea that has been tried out and proved successful—not a "sky-blue" one which it is thought might work. Actual experiences are wanted, telling why the scheme paid and the proportionate increase it brought in sales.

To the one sending in the best idea a prize of $25 is offered, for the second best, $15, for the third, $10 and for the fourth, $5.

* * *

Newspaper and magazine advertising for the Dominion Chocolate Company, makers of Hooton's Chocolate and Confections, is being prepared and placed by Norris-Patterson, Ltd.

* * *

Advertising for Windsor Supply Co.'s "Blush of Roses" is running in some Western farm magazines. It is placed by the Federal Advertising Agency, of London.

* * *

Contracts for advertising of M. S. Wheelwright & Co., investment bankers, Montreal, have been sent out by the Montreal office of Smith, Denne & Moore. Financial papers in both Canada and the United States, as well as a selected list of general mediums, are being used.

Census Next June

MANY new features distinguish the plans for taking the Dominion Census in June 1921. The plan being followed is to have each constituency divided into enumeration areas. In cities and towns each enumerator will have from 1,000 to 1,200 persons to tabulate, and he will be paid according to the number of names obtained by him. The rural enumerator areas are being divided, however, so that the enumerator in charge of each will have to secure from 500 to 1,000 names, with all particulars asked for by the department. In the northern parts of Manitoba, Alberta, Saskatchewan and British Columbia, where the population is very scattered, the Mounted Police will assist in getting the returns. They have always been very efficient enumerators in the past. In the northern parts of Ontario, far from the railroad and Quebec, the department will have to depend on the Church Missionary societies and Hudson Bay factors.

230 commissioners, one in charge of each federal constituency, and 11,000 enumerators will be employed to accomplish this feat. In the cities and towns is it expected that the work will be concluded in two weeks, but it is anticipated that four weeks will be necessary to clear up all the rural enumerators' areas.

Complete Industrial Record

In this decennial census there will be a special schedule for population, the census taking the morning of June 1, and the name of every person alive on that date will be taken sometime during the next few weeks. This census will include a record of all animals in cities and towns, as well as a report on all market gardens, poultry and apiaries.

This is a new feature, but its importance can be seen in view of a statement made after the 1911 census to the effect that more honey was then being produced in cities and suburbs than in all the rest of Canada put together. What cities and towns can do, and are doing in the way of producing foodstuffs, will be a matter of definite information as a result of this census.

There will be an individual report for every farm in Canada. In the previous census agricultural returns were extended over four different schedules. By having an individual return for each farmer it is hoped to secure co-ordination, closer revision and greater privacy. Nobody but the enumerator sees each report. In this report will appear the name of the farmer, the farm tenure, the average values, crops, number of animals, etc. A special report is secured now on agriculture every year, as it is too important to know of the progress and prosperity of agriculture to permit of the record only being taken every ten years.

Special Features

Featuring this year's census will be the securing of special reports on irrigation, Indians' farms, blind and deaf persons, and the number of trading establishments in Canada, wholesale and retail. As an annual census is now being taken of mines, mann-

In Quebec

Making Selling Easier—Salesmen Know

The Telegraph ALWAYS

An Advertising Agency can get *some* A.B.C. reports without belonging to the Audit Bureau of Circulations.

Some, but not *all* of them —for obvious reasons.

No Agency can give 100% service to its clients unless it is a member of the A.B.C. Is your Agency a member?

factures, forests, lumbering and fisheries, either in co-operation with other federal departments or with provincial government departments, these will not be a feature of the census next year. This is true as well of births, marriages and deaths, which are now reported every year instead of decennially as formerly. The various provincial governments now do the field work connected with the gathering of such statistics and the Dominion bureau of statistics does the compilation. Census commissioners and enumerators will be expected to report to Ottawa each day vacant houses, with the names of the last tenants and new address where obtainable, so that the department may follow these up to be sure that no names are missed or that there is no duplication. Supervision over the entire work is, of course, exercised by the Dominion statistician, R. H. Coats. The special officer in charge will be E. S. MacPhail.

* * *

One of the largest outdoor advertising campaigns ever launched in Canada will be that of the Channell Chemical Company which during 1921 will concentrate its advertising for O-Cedar Polish and Aladdin Soap Dyes in posters and outdoor signs. A. R. Kent is handling the campaign for the Channell Company, which has heretofore been a large advertiser in newspapers and other publications. Continued use will be made of trade publications, it is reported.

* * *

The Outside Back Cover of the

1921 Lydiatt's Book

"What's What" in Canadian Advertising

is at present available

Only a few other desirable positions open on inside pages

Write or Wire

W. A. LYDIATT, Publisher

53 Yonge St., Toronto

Newspaper and Magazine Advertising

Booklets, Catalogs, and House Organs

Designs, Trade Marks and Illustrations

Prepared in Ottawa
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W. A. LYDIATT, Publisher, 53 Yonge St., TORONTO

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Marketing Problems

This is the title of a new book by Melvin T. Copeland, Professor of Marketing, Graduate School of Business Administration, Harvard University, which will prove stimulating and helpful to all interested in the study of distribution.

Instead of the usual description of marketing methods this book presents the problem method of business analysis which has proved so successful at Harvard University. The problems which cover practically the whole field of marketing are selected to illustrate specific points, to be developed by analysis and discussion. There are in all 216 problems, each based upon actual business experience and in the form in which they come before business men.

The problems include the selection of the type of agency through which the product is to be sold; the relation of the sales department to other departments in the business; the determination of the selling points of the product; standard trade-mark policies; analysis of the market, selection, training and management of the salesforce; advertising plans; use of the guarantee, policies for handling cancellations and return goods; price policies, and so forth.

No doubt this method of business analysis will spread in the study of marketing and business generally. It is as revolutionary as was the case method of studying law a few years ago. But since it is an effort to bring before the students the actual problems with which business men have to struggle, it should arouse the interest and enthusiasm of the student and prove more resultful in business preparation. The book costs $4.10, plus postage and may be secured through the publisher of MARKETING.

* * *

Large advertisements on behalf of the Government candidate were a feature of the bye-election in East Elgin. Possibly this forecasts what may be expected when the next Dominion election is on.

* * *

Interest in advertising and sales-organization problems is reviving to a noticeable extent. For selling *has* become a problem which is engaging the serious attention once more of executives in all lines of business. Present indications point to greatly increased activity in advertising during 1921.

* * *

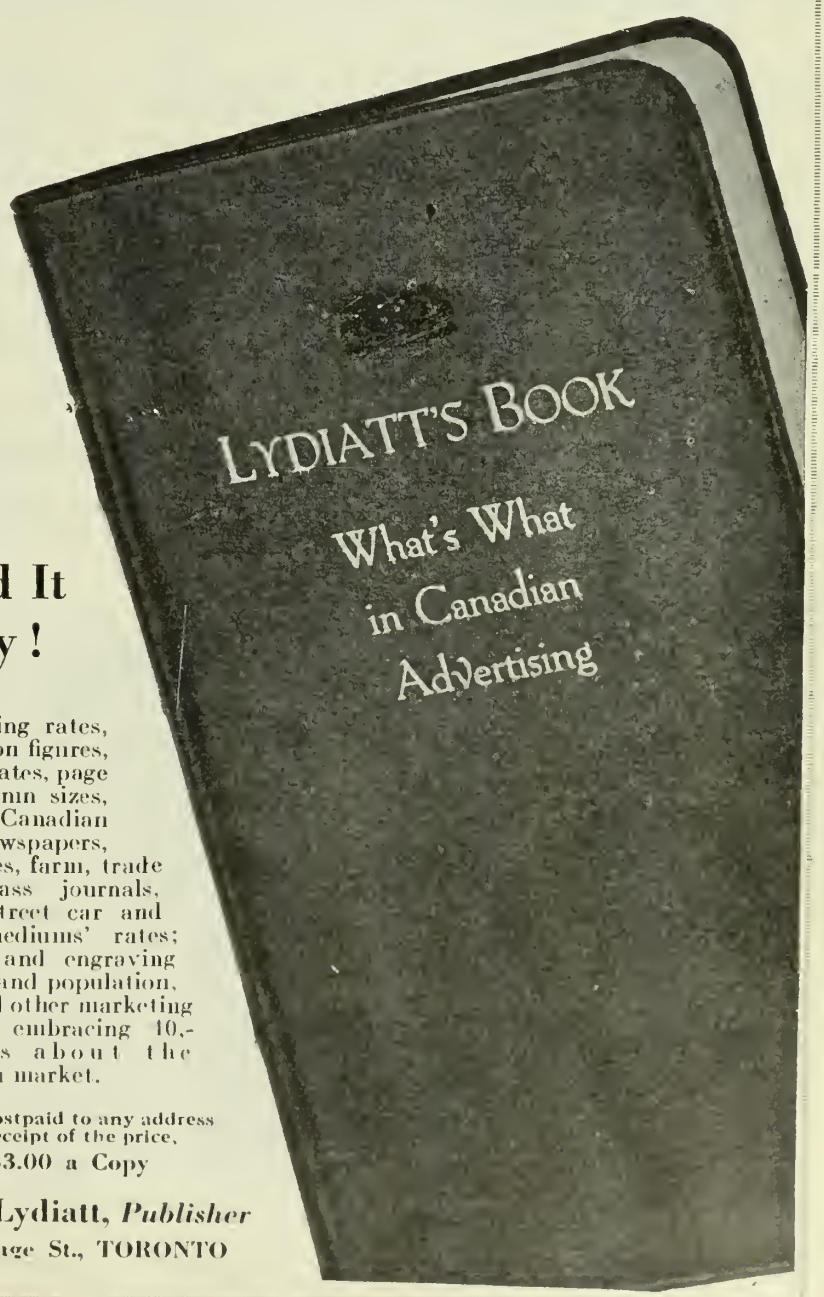
A further increase in newspaper advertising rates is predicted early in the New Year. Newsprint costs will move higher, it is reported, with no promise of any possible reduction held out.

* * *

The Baker Advertising Agency is handling the advertising in Eastern Canada for Clare Bros. & Co., Ltd., Preston, makers of "Lighter-Day" ranges and "Hecla" pipeless furnace. Magazines and farm journals will be used, and an extensive dealer campaign conducted.

WON'T you accept a word of appreciation of the excellent way in which data in your rate book is compiled. We find it a great convenience almost daily. It is a very compact compilation.

Canada Cement Co.,
Montreal

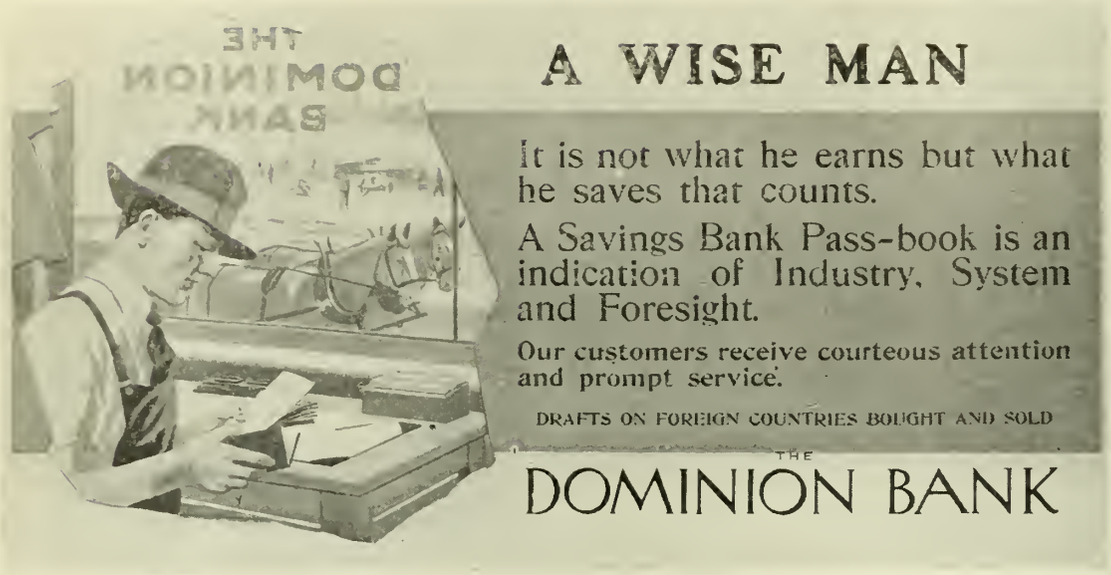


You Need It Daily!

Advertising rates, circulation figures, closing dates, page and column sizes, etc., all Canadian daily newspapers, magazines, farm, trade and class journals, poster, street car and other mediums' rates; printing and engraving charges, and population, trade and other marketing statistics embracing 10,000 facts about the Canadian market.

Sent postpaid to any address on receipt of the price,
$3.00 a Copy

W. A. Lydiatt, ***Publisher***
53 Yonge St., TORONTO


A WISE MAN
It is not what he earns but what he saves that counts.
A Savings Bank Pass-book is an indication of Industry, System and Foresight.
Our customers receive courteous attention and prompt service.
DRAFTS ON FOREIGN COUNTRIES BOUGHT AND SOLD
THE DOMINION BANK

REPRODUCED here in miniature are two of the new Dominion Bank street car cards.

These instructive and convincing cards will be constantly before the eyes of the people from early morning until late at night, day after day, in many important cities in Canada.

Note the forcefulness of illustrations and copy.

Most men desire wealth; most men desire to retain what they already possess; all men desire security, prosperity and an opportunity to add to their funds.

These matters are in the province of the bank and by featuring in a simple, short, and compelling manner, its facilities to promote and secure these advantages, the bank is not only appealing to every man and woman who rides (which is practically the city's entire population) but is also helping to establish the virtues of thrift and industry.

In the street cars you can reach the readers of **all** other mediums and at a lower cost than in any other **one** medium per dollar invested.

The Canadian Street Car Advertising Company, Limited

TORONTO OFFICE
Temple Bldg.

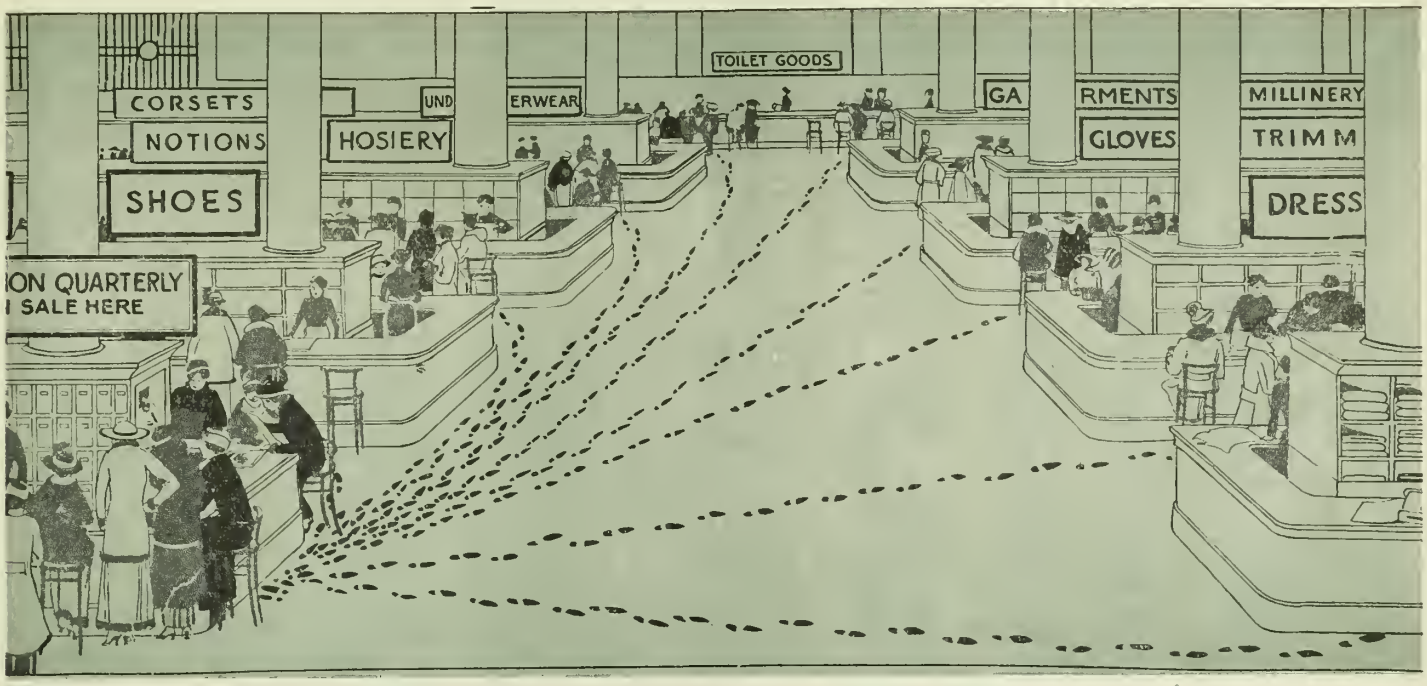
EXECUTIVE OFFICE
Bank of Ottawa Bldg., Montreal

WINNIPEG OFFICE
Union Bank Bldg.

Cards produced by
Brigdens Ltd., Toronto

DEPOSIT LEDGER
Start him Right
Teach your boy the saving habit—
A Savings Account will strengthen his character—
Deposits of $1.00 and upwards received and interest allowed.
THE DOMINION BANK

A First Step That Leads to Sales



BEFORE a woman buys a new suit, dress, waist or skirt or the material for one, or new corset, shoes, or ANYTHING NEW to wear, she must know "what is going to be worn," what styles, colors, materials, novelties, are going to be "in vogue."

To get this information she buys a copy of the latest Fashion Quarterly—usually in the store where she does her shopping. The Quarterly directs and stimulates her buying.

Thus a purchase of the Fashion Quarterly is a first step that leads to all sales.

DURING the year 300,000 Canadian women buy copies of the Fashion Quarterlies.

At least twice as many more women see and study the copies of the Quarterlies in the homes to which they are taken.

And many thousands more women "look through" the current Fashion Quarterly *in the store when shopping.*

Thus it happens that there are very few well-dresssed women in Canada who do not see one or more copies of a Fashion Quarterly during the year.

A WOMAN'S interest in "style" is prompted by her desire to appear well before her friends and neighbors.

For the same reason she is particular in the selection of articles for her toilet, in the choice of furnishings for her home, about the appointments of her table.

Every page in the Fashion Quarterlies appeals to and stimulates a woman's interest in the up-to-date and correct—in her dress, in her home, in her social affairs. As she is reading she is thinking: "What shall I buy?" No other publication deals *entirely* with the *business* side of a woman's life. They are the shoppers' "trade journals."

IT is because so many Canadian women have found the Fashion Quarterlies a dependable guide to satisfactory buyings that so many advertisers find them influential in securing a favorable introduction for their goods, to shopper and merchant alike.

For copies, rates and information address

Manager Advertising, Canadian Fashion Quarterlies, 53 Yonge Street, Toronto

So They Called the Expert In

Fred Brock of Baxter and Company was a good Office Manager. That was an acknowledged fact, both among his business associates and the boys at the club. People discussed his organizing ability and the capable staff with which he had surrounded himself.

ONE thing troubled Fred, though: his filing system and certain details of office routine. In the rush of two years of unprecedented business he'd no time to re-organize his system. As a result it had become unwieldy; papers were becoming increasingly difficult to find; complaint reports were coming in with greater frequency from the "Chief" and other department executives, so Miss Thompson, the filing clerk reported.

That was just a year ago—before Fred Brock called to his aid the System Service Expert of "Office Specialty". His business day is much pleasanter for him now—since the "Office Specialty" System Expert analyzed his existing systems and submitted a plan that would not only remedy the immediate trouble, but make ample provision for natural expansion for some time to come.

This is the type of expert service that "Office Specialty" is rendering to its thousands of clients to-day—a concrete service backed by the resources of a centralized System Department whose cumulative experience in solving filing and record-keeping problems in many different kinds of business is offered to you in your individual problem without fee or charge, or without reservations of any kind.

SYSTEM SERVICE

"Office Specialty" System Service Experts are men who merit the name *expert*. They are trained, practical men. They will gladly make your office routine, record-keeping, or filing problems their own. Their value to themselves, and to us, depends upon the value of their service to you.

Put your office routine or record-keeping problem up to our nearest Service Store.

THE OFFICE SPECIALTY MFG. CO. LIMITED
Home Office NEWMARKET Canada

Export Sales Office—360 Broadway, New York City

Filing Equipment Stores at:

Toronto Montreal Ottawa Halifax Hamilton Winnipeg Regina Edmonton Calgary Vancouver

OFFICE SPECIALTY FILING SYSTEMS

962

Volume XX Number 6 Toronto, December 15th, 1920

Marketing
and Business Management

Edited by
W.A.Lydiatt

Adding to the Lustre of a Great Paint Reputation

THE Advertising Service Company has been privileged to discover and put into effect the "advertising appeal" best calculated to spread the story of Brandram-Henderson superiority.

The result has been gratifying alike to manufacturer and Advertising Agency. The sales of these reliable Paints and Varnishes grow larger year by year.

Manufacturers of products that permit of wide distribution, will find in the *personnel* of THE ADVERTISING SERVICE COMPANY that ability and enthusiasm which, when applied to the advertising of high-grade products, add lustre to the maker's reputation and multiply his sales.

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA

10 Cents a Copy

DECEMBER 15th, 1920

$2.00 a Year

Hitting the Western Ontario Bulls-Eye

The Dominion Cartridge Co., Limited, desired to make a "sure hit" in London and Western Ontario.

They chose as their exclusive medium in London the

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Proofsheet No. 13

SCORE
CANADIAN INDUSTRIES LIMITED
CXL
Get Your Share of this Shooting Game
—get your part of its enjoyment. Make trap shooting your hobby. Every man needs relief from the grind of business—a relaxation from the nervous tension of toil.
And trap shooting is the game that allures, entices, fascinates, that tones up the nerves and clears the mind—the game that someone has described as "a bumper from the fountain of youth."
Get out today. Make this your after-office sport—your Saturday play—your hobby. And when you go to the traps be sure you take
Dominion Shot Shells
There is a shell to suit your gun and a load to meet your idea of what a shot shell should be in either Canuck, Sovereign or Regal shells. All Dominion Shells are dependable and accurate and steel reinforced, to insure full protection to the shooter.
Take three shells to the traps—you'll find many high score men using them. They are guaranteed and identified by the big "D" trade mark.
Dominion Cartridge Co., Limited
Head Office, Montreal
Toronto Winnipeg Vancouver
Halifax Sudbury
If there is no gun club in your town, and you are interested, write us. We will tell you how to organize one.
CANUCK
ALL SMOKELESS SHOT SHELL
STEEL REINFORCED

Reduced from large size

a paper that for nearly three quarters of a century has been the centre of the bulls-eye as far as the target for London and Western Ontario advertising is concerned.

The London Free Press

Branch Offices:

MONTREAL	E. L. McArthur	224 St. James St.
TORONTO	E. J. Guy,	Room 302, Royal Bank Building
CHICAGO	C. W. Wallis	1243 First Nat Bank Building
NEW YORK	D. J. Randall	341 Fifth Ave.
GREAT BRITAIN	Robt. Houston	1 Arundel St., W.C. 2, London

A Page With MACLEAN'S

MACLEAN'S MAGAZINE is being advertised in a selected list of daily newspapers right across Canada. People in and around Victoria, Vancouver, Edmonton, Calgary, Regina, Saskatoon, Winnipeg, Windsor, London, Hamilton, Toronto, Ottawa, Montreal, St. John and Halifax read of the good things that are to be seen in MACLEAN'S.

And there are numerous striking features to command the attention of Canadians everywhere—real selling aid to advertisers.

Striking Covers—Fascinating Fiction

We'll wager something worth while that you are talking about those new covers on MACLEAN'S and about the wonderful story "The Drama of Our Great Forests," by Arthur Heming. They are irresistible. Reader-interest intensified—likewise the pulling-power of the advertising pages. It's a great series.

"The Greatest Scoop in Modern Journalism"

"The Autobiography of Margot Asquith" is considered one of the greatest scoops in modern journalism. There is no doubt that the diary contains some decidedly interesting information. The story was published first in MACLEAN'S MAGAZINE in Canada. It is a story that accentuates reader-interest and makes for consumer acceptance.

First Choice in Canada

It is a fact that many of the most experienced and successful advertisers look upon MACLEAN'S as the dominating influence in Canadian advertising and merchandising. Proof? Just compare the monthly advertising lineage of MACLEAN'S with that of the leading general monthly publication in the United States. It substantiates our claim that MACLEAN'S is one of the outstanding magazines of this continent. Are you placing its enduring prestige back of your proposition?

The Sales Power of Leadership

As a prominent merchandiser remarks—"Those advertisers who secure the goodwill of the leadership families occupy a position of great strategic advantage. They obtain a larger proportion of the business in their line."

This is particularly true of advertising in MACLEAN'S: It makes a strong appeal to "Key" families throughout Canada. Readers of MACLEAN'S are of the type least affected by any disturbance of the "wage" scale, or by adverse business conditions. To read MACLEAN'S is time well spent—To advertise in MACLEAN'S means money well invested. Detailed information supplied at any time—no obligation implied. Why postpone the inevitable?

MACLEAN'S

"Canada's National Magazine"

143-153 University Avenue.

Toronto - Canada

Good Things to Look for in MACLEAN'S Christmas Number out December 15th

What Will Santa Claus Bring Our Politicians?

J. K. Munro discusses this novel aspect of the season of Good Will and Good Cheer. Mr. Munro also tells you what surprise packets statesmen and near statesmen may find—one or two may delve way down to the bottom and find nothing but a brick.

The Jest of Circumstances

Gertrude Arnold spent several years in France and "Blighty," and since returning to Canada has been helping those who need it to re-establish themselves. You'll have in December 15th issue another most-human story of our English war-bride guests.

A Jenkins Feature

Charles Christopher Jenkins, who has written facts and fiction for a score of leading magazines, is now writing features for MacLean's exclusively—mostly facts. There'll be a real life-interest yarn from his pen in the Christmas number.

Christmas Along the Labrador Coast

A fact-fiction story of Dr. Grenfell's in our Christmas number will be full of heart-interest, the kind that grips you when you sit around the fire these cold nights and think of the poor devils who are shivering under the icy blasts—whether 'round the corner in your own home town or off in distant Labrador.

The Emancipation of Polly MacCrae

This is a "first story," written by a woman in Old Ontario, who is as steeped in the local color of the life she describes as O. Henry was in that of New York, or Arthur Heming in the wilds of Canada.

Buttered Side Up

C. W. Stephens has written Christmas stories for MacLean's for so many years that it has become a habit with him—and a habit with our readers to enjoy every word of them. You'll like this hero—who didn't know "on which side his bread was buttered."

And Other Striking Features

The Montreal Star
Leads All Others

THE MONTREAL DAILY STAR is generally credited with not only holding an unique and dominant position in its constituency—a constituency which comprises the entire English-speaking population of the fifth largest city in North America—but also with exercising a forceful influence far beyond the city in which it is published.

In circulation, volume of advertising (local, foreign, classified, departmental store, churches, educational, resorts, etc.), in its news service, editorial features, as well as in universal popularity and national influence, the Montreal Daily Star stands admittedly supreme in all Canada.

—and yet

26 American papers of about the same circulation as the Montreal Star and in cities of approximately similar population, show an average minimum rate per line per thousand of $.00200 (1/5 of a cent) compared with $.00111 (less than 1/8 of a cent) for the Montreal Star.

In Canada 29 representative daily newspapers show an average minimum rate per line per thousand of $.00251 (1/4 of a cent) compared with $.00111 (less than 1/8 of a cent) for the Star.

The unique combination of undisputed prestige, largest circulation and lowest advertising rates, makes the MONTREAL DAILY STAR the best "buy" in Canada, if not in the whole of North America.

"Among all the newspapers on the American Continent, the 'Montreal Star,' in my opinion, holds place as a National Institution."—Jason Rogers, in "Newspaper Building."

The Montreal Daily Star

Canada's Greatest Newspaper

MONTREAL - - CANADA

ESTABLISHED 1869

New York	Ontario and Western Canada	Eastern Canada	Chicago
DAN A. CARROLL	M. W. McGILLIVRAY	J. D. MacCALLUM	J. E. LUTZ
Tribune Building	182 Bay Street Toronto, Ont	165 St. James Street Montreal, Que.	First National Bank Bdg.

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Only Independent Journal of Canadian Sales and Advertising Interests

W. A. LYDIATT, Editor and Proprietor, 53 Yonge St., TORONTO

Vol. XIV, No. 18 TORONTO, CANADA DECEMBER 15th, 1920

MORE VIVID ENGLISH NEEDED IN ADVERTISING COPY

Many practical advantages to be gained by the use of more specific, expressive language in advertising copy.

Written for MARKETING by WILLIAM G. COLGATE

"The dark and cloudy words the do but hold
The truth, as cabinets enclose the gold,"

MUCH advertising copy, if the truth be told, obviously suffers from the very defect of style that John Bunyan erroneously fancied he saw in his own writing. "Dark and cloudy words" obscure the copy writer's meaning, weary the reader and forfeit his interest. The fact is, the use of slipshod, inadequate language in advertising is more common than it ought to be. Words are selected without regard to their exact meaning; Phrases are employed which, through constant circulation, have long since lost their original force; and general terms are thoughtlessly preferred to expressions which are clear, definite and precise. To quote examples is needless; the magazines and newspapers are full of them. The remedy of course lies in the more prevalent use of specific language.

Happily, English abounds in words that express nearly the same meaning. Great exactness of expression, is therefore possible; though the ability to select always the word that conveys just what is meant requires care and thought. Much may be learned by observing the practice of good writers; but the most effectual method of attaining precision is the careful and continued study of synonyms. This may be carried on by collating and examining words of nearly the same meaning; by revising every sentence that one writes, and thoughtfully inquiring whether each word in it is accurately used; and by the study of some standard work on the subject, such as Roget's Thesaurus or Crabbe's English Synonyms.

One of the most effective ways of describing anything is for the copyman to relate its effect upon himself. Instead of trying to describe the beauty and witchery of the Sirens, Homer tells us of the irresistible attraction felt by the hardened warrior Ulysses, at the sweetness of their singing. So in the description of Mr. Hyde, Stevenson makes us realize how horrible was the man's appearance; how the very sight of his deformity impressed the observer. In describing anything, the earnest copyman always tries to make the reader see and feel as he does. He brings himself into his descriptions, not so much, perhaps, by telling as by suggesting what he thinks and feels in the presence of his subject, thus causing the reader to have those thoughts and feelings too. This gives life to what he writes. If one is telling about a stylish motor car one's thoughts and feelings will not be the same as if the description were of a toilet soap, a fragrant cigar or a savoury dish. To make the reader share our own impressions is the surest way to gain his interest. In this way we make the description distinctly our own. We do not put down just bare cold facts, but write with an enthusiasm for our subject, write feelingly and personally, so that if anybody reads what we write, he may think and feel as we did.

One particular form of giving our own feelings is to mention or indicate how the subject impresses our five senses. Of course, in most descriptions we are obliged to speak principally of sight-impressions; but very often there are odors and sounds to be mentioned and described, as in perfumes and pianos; and occasionally there are impressions of touch and taste—as in fabrics and foods. Sense-impressions are extremely important, for, the more they are suggested, the more vivid and complete the reader's idea of the thing or scene described.

How many different impressions, for instance, we get only or chiefly through sight. When we look at an object we see:

1. Its size.
2. Its shape and parts and position.
3. Its apparent texture or character.
4. Its movements, if any.
5. Its colours, and effects of light and shadow.

All these are valuable and essential parts of the description of any visible object or scene. Particularly delightful may be the details of *colours* and these should always be given.

Add to the five sight-impressions these others:

6. Impressions of sounds.
7. Of touch, of pressure and weight. and temperature.
8. Of odors.
9 Of taste,

and we have a wide range of impressions, whether agreeable or disagreeable, which it is the copyman's business to convey or suggest, and which when well communicated impart to a description a large element of its merit and of its pleasure-giving qualities.

Note the following description rich in vivid and suggestive phrases. Observe especially the sorts of impressions conveyed by the words in italics:

"Rich, *juicy* tomatoes *bursting* with delicious *stuffing*, seasoned with bacon and *crinkly ribbons* of *red* and

green pepper and a *suspicion* of onion—baked in the casserole under *thin strips* of *crispy* bacon—what a joy it is to come home these first *cool evenings* to a satisfying meal like that!"

The especial value of specific language, as illustrated here, lies in the fact that every definite word has the power to make in the mind of the reader a complete picture. The idea is not a vague form with a shadowy outline, but is well defined, filled in with detail, and stands out clearly. The things here described are familiar enough, but it is the enumeration of details rather than the familiarity of the subject that makes the reader see the picture so vividly. Words such as *juicy, bursting, crinkly ribbons, red and green, suspicion, thin strips, crispy*, and others make the dish real and tempting. Without them the description would be vague and lacking in color. It is well to notice, too, that the copyman has not allowed himself to employ a general expression until he has first presented a picture filled with concrete, specific details. Then he sums up in general language: *What a joy it is to come home these fine cool evenings to a meal like that!* The phrase here, though general, is not vague, for the writer has taken pains to show what this joy is. Nowhere has he failed to select the word that happily suggests some idea needed to fill out the picture. As a result, the description makes one see the objects described; it makes one see them in clear and sharp outline; and all this it does by means of definite language.

The following bit of copy is another illustration of the way in which specific language calls up a pleasing, definite and vivid picture to the eye:

"Six thirst-quenching glasses of Phez from one 12-oz. bottle. And six thirsty hot throats will be grateful for its delicious refreshment. Ruby red, ice cold, delightfully soothing—Phez is Nature's own cooling beverage. Just the pure juice of the luscious loganberries with all their natural fruit acids and mineral salts. Sip by sip, it cools you through and through—and satisfies!"

The words *Six thirst-quenching* and *12-oz bottle* of the first sentence are worth noting. The copyman might have written "Phez will quench your thirst," which while probably true enough would have been commonplace and dull. Contrast it with the present head which is vivid, eye-gripping and forceful because it is specific. Strength is gained by the antithetical effect of what follows—*Six thirsty hot throats* and *delicious refreshment. Ruby red, ice cold, delightfully soothing* are colorful words which cause the reader to visualize and "taste" the drink in the tall thin glasses with their moisture-frosted sides. *Natural fruit salts* and *mineral acids* are palate-provoking phrases. Finally how much more suggestive and vivid are *sip by sip* than the unimaginative noun *drink!* "A drink of Phez cools you through" isn't nearly so effective.

Take Shakespeare, that master of vivid, nervous and specific language. Recall his description of the scene before Elsmore Castle when Hamlet exclaims.

"The air bites shrewdly; it is very cold."

And Horatious acquiesces with "It is a nipping and eager air." vivid, nervous and specific language.

What more accurate or concise description of the night could we have than that? True "bites shrewdly," "nipping" and "eager air" are not terms such as would be usually applied. Even so, in their downright expressiveness, they are worth probbably a dozen synonyms of "cold," "chill," "breezy," "blustery," "gusty" such as would ordinarily be used. Here the reader senses at once the kind of wind that played round the legs of the watchers on the platform in the silent hours of the night, and from its nature we can guess with fair exactitude the season of the year. It is writing such as this which distinguishes literature from mere careless scribbling.

A keen sensitiveness to the light and shade of words; a most delicate apperception of the curious felicity of our language is shown in this concluding stanza from a translation of Virgil, Eclogue 1—

"Yet this one night thou mighest rest with me
On fresh-plucked leaves. Ripe apples shalt
though have,
And mealy chestnuts and no lack of cheese.
E'en now the distant farms send up their smoke,
And shadows lengthen from the lofty hills."

A well-limned picture here indeed

THE BEST RESERVE FUND

"The best reserve fund of any business is to be found in the good will of that business. Many boards of directors devote their surplus profits to 'building up a strong reserve fund,' which fund is generally invested in what again are called 'gilt-edge' securities. These same directors are then kept busy for many years afterwards to write down out of further surplus profits the cost price of these same 'gilt-edge' securities to falling market values. Should the business have to meet and overcome difficulties, or have to face frenzied competition, and the directors decide that their policy ought to be to draw somewhat upon these 'reserves' they find that they cannot realize upon them without serious injury and loss of the confidence of their shareholders in the reputation and standing of the business; or, in other words, serious loss of 'good will.'

"These reserves are mere window dressings. They cannot be described as reserves in any sense of the word, and to do so is an art of self-deception.

"They are no reserves of strength, and even to reduce them in amount in order to employ these reserve funds in meeting any emergency would be a suicidal policy. In these circumstances directors find out that they must choose between being killed by competition or dying by suicide, and that there is no alternative.

"Now I hold strongly that the best investment for surplus profits is to expend them on judicious advertising, wisely and carefully planned, and executed with originality and forcefulness. These same surplus profits invested wisely in advertising then become a real 'gilt-edge' security, and a solid reserve of strength to meet days of difficulty, and to overcome quietly but surely, the most frenzied of competition, and the business thus provided with reserve strength stands four-square to meet and overcome every attack."

—Lord Leverhulme.

of the countryside in the cool evening at harvest time. Words such as *fresh-plucked*, *mealy*, *distant farms*, and *shadows lengthen* lend an air of spaciousness, simple dignity, and atmospheric reality to the scene. It becomes real, living by the use of words convey to us clearly what the writer said and what he meant us to see. We might cite *The Autumn* of Keats as another apt illustration of the force, precision and picturesqueness imparted by the use of appropriate language. Such effects can only be obtained with the aid of specific words.

The great writers have always been assiduous in their search for the right word. Flaubert was uneasy till he had found the word or phrase which would accurately convey his thought. Stevenson often spent hours in diligent hunt for the most proper and fitting expression of an idea. It is related of Mark Twain that on one occasion he busied himself for the greater part of a day in the same pursuit. When accosted by someone who inquired what he was looking for, he replied, "A word"—then with a flicker of triumph lighting up his weather-beaten face, he drawled, "And I have found it." Instances of this kind might easily be multiplied. From this, it will be seen that the copy man, no matter on what subject he is engaged, will find that he is obliged to make use of specific language whenever he introduces an illustration.

The common practice of employing worn out phrases damages, as has been asserted, not only a man's style, but his powers of thinking. The use of vague means of expression reacts on his brain, and tends to produce vagueness of thought. With such a vocabulary, clear and exact thinking is out of the question. The vulgarity and futility of this shoddy vocabulary, therefore, it is the duty of every copywriter to avoid. "As the exponent of truth," says Walter Pater in his admirable treatise on Style, "austerity becomes not the correctness of purism of the mere scholar but a security against the abtuse, a jealous exclusion of what does not really tell towards the pursuit of relief, of life, of vigour in the portraiture of one's sense. . . The word for one thing, the one thought, amid the multitude of words, terms that might do—The problem of style is there!" Not the first shop-worn phrase that comes to hand, but the one expression which in this especial case properly clothes the idea, the word which gives the copywriter's meaning, his whole meaning and nothing but his meaning,—that is the word which he must feel it his duty to find. Such patient and constant practice, says a writer, is not without its effect. The quest for the right word becomes to him a matter of greater and greater importance; he refuses to be satisfied with the easy and self-evident phrase, because it does not tell the truth about his idea. Finally the reward comes in his fuller power to adapt the word fitly to the thought; and in his increased ability to interest and persuade those whom he seeks to convince.

* * *

PUBLIC WAITING FOR PRICE RECESSIONS

Likely to be little buying until new levels are reached. Some unemployment, but evidences of essential financial soundness are abundant. MARKETING'S monthly review of the business situation.

WHILE even the advent of the Christmas season has not been able to stay the downward trend of prices, and while there are indications everywhere that the end is not yet, there is still developing an underlying feeling of confidence that is a sure safeguard against any sense of panic.

There are it is true, serious facts to be faced in the coming months. Business is unquestionably dull and sales and every known method of unloading goods, are the order of the day. It has become an imperative business necessity to get rid of high priced stocks, and to be prepared for business again on lower levels. All this seems grim enough to the retailer, who in the past has seen his profits mounting with the mounting cost of goods. But as Premier Drury said recently in addressing the Credit Men's Association, "The salvation of the business world lies in getting down to lower prices."

"The effort to maintain prices," he continued, "would mean taking even more serious losses in the near future, while the lowering of prices would stimulate buying and maintain a reasonable level of business."

Premier Drury has unquestionably voiced a very astute policy. Now is unquestionably the time to reduce prices. People know or believe they are too high and whether that fact is so or not, and in the majority of cases it must be frankly admitted that it is so, there is going to be very little buying till new levels are reached. The cheering point in this apparently dark situation, is that the merchant as a rule is adopting this very policy. Partly on his own initiative and partly by reason of a corrective pressure exercised by the banks.

Prices Must Go Down

The next few months are going to see sharp price recessions, and equally unquestionably the present holders of these goods are going to feel very unhappy, and inclined to believe that the bottom is falling out of everything. There are merchants who are going to take substantial losses, and whether they will successfully weather the storm depends entirely on how they have provided for the lean years in the fat years that have passed.

There will be casualties, but they will be only among those too innocent souls who could see no ending to the golden days. Perhaps their weeding out, painful as it may be to the individual, will be not altogether a misfortune. Speaking of the sound merchant, he kept his head in good times, and can be expected to do the same when times are not quite as good. For him there is no reason to fear. The salvation of the situation lies in the fact that this class predominates. They are fighting now to get back to normal perhaps to their own temporary disadvantage but they are getting back.

Some Unemployment

Slowly the situation is beginning to right itself. Certain industries have felt the pinch more than others. Some of them have had to suspend operations, and unemployment is beginning to become a factor. The government employment bureau reports a steady advance in the numbers of unemployed. It is easy however to overestimate the importance of the bearing of this fact on the general business situation. The time of year is approaching when slackness in the labor market is always most noted, and while the Government Labor Bureau bulletins the fact of the increasing unemploy-

ment that comes to its attention, it also gives the figures of employment for Jan. 15 last when, at the heart of the unemployment season 4,982 employers recorded 690,406 as against an employment by the same firms of 728,142 at the present time. So while reports of unemployment are fairly alarming at the present time, they have not as yet reached the level of last year before the hint of hard times was in the air. It might be interesting to note that the chief unemployment is noted in some half dozen lines. Among them are the building trades, including of course, lumber, except in the lumber camps, where as is usual at this time of year there is an increase in employment; railway construction, that is always at its lowest at this season; rubber goods; textiles; iron and steel, edible plant products, hotels and restaurants, and water transportation.

There is here a suggestion that the season has something to do with the falling off in employment, rather than any starightening of business conditions. To a very considerable extent this is no doubt a fact, but there still remains a considerable item of unemployment that can be attributed to the slowing up of production incident upon lessened public buying, or the final closing of certain businesses more or less definitely associated with war time.

Holding Off Buying

There is certainly no use blinking the fact that there has been a very material slowing up in demand. The public is holding back. Prices are declining, but the public still argues that they will go lower after the holidays. That is the situation at the moment, a serious enough situation in a way, that is born of the fact that no one wants to buy on a falling market. But just as in a declining wave on the stock market something happens to turn the tide, so something is liable to happen to steady prices, which will bring business conditions back to some measure of briskness. There is beyond question an enormous latent purchasing ability in Canada. The business dullness is not the result of any financial stringency, but of a definite feeling that prices must come down. Just how low they must go before the public begins to feel that they are near enough the bottom to commence buying again remains to be seen. It is not unlikely, however, that the next two or three months will see a marked recovery. Most businesses are diligently unloading stocks. With stocks reduced they can afford to wait, and as soon as the downward movement shows signs of stopping there will in all probability be a swing in the other direction, that will enable the retailer once more to commence buying, and so re-establish more satisfactory business conditions.

A Healthy Trend

While the situation as it presents itself at the moment does not appear any too rosy, only the constitutional pessimist can see in it any indication of blue ruin. The world has been skating pretty near to the edge, beyond a doubt, but it is beginning to draw back. It is not possible to expect the feverish prosperity of mid-war years nor is it to be desired, because its activity was the activity of the operating room, behind it lay the possibility of death and dissolution. At least the world is now on the road to convalescence. It is too much to expect radiant health all in a moment, but there is the practical assurance of a gradual improvement. Temporary setbacks are within the realms of possibility, but the trend is definitely toward health.

Even at a time when the outlook seems comparatively dark, with the retailer feeling the pinch, the manufacturer running on short time or closing down, there are abundant evidences of the essential financial soundness of the country. There is for instance the recent statement of a leading banker, that the financing of the wheat crop had been successfully arranged, and that money would be available for the legitimate needs of the retailer, so that he would not be placed in a position of having to slaughter his goods.

Farmers Have Money

There is, too, the fact that only recently the second payment on the profit sharing wheat coupons has been made, and that millions of dollars have therefore been released among the farming communities especially of the west. This will mean that the credit to the farmer that has normally been on a six months basis will be much more promptly met, to the manifest advantage of the dealer. It will mean that the farmer with practically unexpected returns of money in his possession will be in a strong financial position ready to meet his obligations, and be a factor in a reviving business movement. If anyone is inclined to doubt the strong position of the farmer let him consider this fact that in the last two years, in one county in Western Ontario, more mortgages have been paid off than had been paid off in the preceeding twenty years. And any insurance official will bear evidence that this condition is not one of a single county but exists in practically the whole country.

Then there is another indication that points to the sound foundation that stands under the seemingly uncertain conditions of the moment. When the government de-controlled its war loan bonds, there were not wanting croakers who forsaw a disasterous decline that would hopelessly demoralize business. Even those of more balanced judgment were inclined to expect a very heavy selling movement with fairly pronounced declines. As a matter of fact, nothing of the kind happened. In the first days trading there was a slight flurry with a considerable trading that depressed the set value slightly. Since that time, however, the various issues have virtually recovered, and are holding firm without any outside support. Now the essence of the situation is, that there is a very large holding of these bonds scattered through the country in the possession of persons in every class of the community, and the very fact that there is no hurry to sell, is really the best evidence it is possible to adduce, that the public is not as a whole in need of money, and is able therefore to retain these assets in its possession.

Situation Not Depressing

The situation then is anything but depressing. There is an unsettled condition in regard to prices that may exist for some time, and this will unquestionably end with prices at a materially lower level. John Moody a noted financier of New York City, in a recent address in Toronto, voiced somewhat the same opinions and stated in addition that business would have to be satisfied with the old-fashioned profits of years ago. He contended that while the crisis was still upon us that the danger point had already been passed; that the period of greatest financial strain had been safely passed. He predicted that the Spring would see the three basic factors: labor, raw materials and capital, in a relatively healthy position.

That then is about the situation. The era of wild prosperity is now a thing of the past, the era of steady prosperity is not quite here, but is on the way. In the interval there is a more or less trying period to be lived through, that, while it is trying, does not present any element of possible catastrophe.

* * *

The Baker Advertising Agency is sending out copy schedules covering farm papers for advertising of the Delco Light Co., of Dayton, Ohio.

KIRKWOOD'S LETTER FROM LONDON

Circulations, or "net sale" figures, dominating interest in British advertising circles. The romance of Beecham's Pills. Serious trade slump, aggravated by excess profits tax. Mappin & Webb's Canadian business, and other comment of current interest, from MARKETING'S British correspondent.

JOHN C. KIRKWOOD

THE circulations of the majority of Britain's newspapers are a conundrum. Publishers dare not reveal them, and space-buyers, as a class, are not very curious. But there are hopeful signs of a new interest and a new purpose on the part of both publishers and space-buyers.

The London *Daily Mail* and its afternoon running mate, the London *Evening News*, boldly declare their circulations—nay, boast of them. They shout out in great spaces and in large type their audited circulations.

The *Evening News* has been doing a little bit of ragging: Here is its gentle teasing of its London contemporaries:

> "In the hope of aiding its somewhat bashful contemporaries to reveal their net sales to politicians and advertisers, the London *Evening News* suggests that its net sale exceeds the combined net sales of any three London evening papers. If proved to be wrong, it will be glad to say so."

The iron entered the soul of the publishers of *The Star* and *The Standard*, two evening papers. So these two valiant papers have issued a challenge to the *Evening News*—in other words, they bet that their joint circulations exceed the circulation of the *Evening News*, the loser to pay £10,000 to St. Dunstan's Hostel. They offer to produce an audited joint circulation statement of their two papers for the month of June, 1920. The challenge is being advertised in their own columns, in other London newspapers, and in the *Advertisers' Weekly*.

The audited circulation figures of the *Evening News* are 825,825 copies for the month of June last.

The proprietors of the *Evening News* have both in this paper and in the *Daily Mail* been joshing the publishers of the *Star* and *Evening Standard* on the text of their challenge. They taunt the papers of unknown circulations with thinking hard for three months and submitting to much pressure from advertisers before acquiring a measure of courage to overcome their joint bashfulness. They ask which of the two is afraid to face the music, namely, to have its own net sales circulation revealed. They see humour in relating an institution for the blind in the controversy.

So far it is a game of tag—the *Evening News* thinks it is chasing its two challengers; the challengers think they are chasing the *Evening News*. One awaits with acute interest the outcome of the game.

A Weak Brother Butts in

So long as the game was being played between the three evening papers, the *Daily Mail* found the whole matter one of amusement; but when the London *Daily News*, in a moment of indiscretion, took note of the teapot tempest, and said something in a caustic vein, the huge and opulent *Daily Mail* leaped on it with tigerish ferocity. Here is what it said:

> "In the hope of aiding its somewhat bashful contemporaries to reveal their net sales to politicians and advertisers, the London *Evening News* suggests that its net sale exceeds the combined net sales of any three London evening papers. If proved to be wrong it will be glad to say so."
>
> According to yesterday's *Daily News* two London evening newspapers which are afraid to reveal their separate net sale figures say that they are willing to show what they *jointly* sold for the month of June last.
>
> "The *Daily News*, now reduced to six and eight pages daily, should be one of the last newspapers to get mixed up in net sale controversies.
>
> "It is notoriously not blessed in the matter of paper supplies, for while other far-seeing newspapers were accumulating pulp forests some of the *Daily News* owners were gathering stocks of the raw material of cocoa!
>
> *Any advertiser or advertising agent who can get six months' net sale facts out of the "Daily News" will be presented with ten front pages of "The Daily Mail," worth £1,000 each.*

In another day's issue, the *Daily Mail* returned to its baiting of the poor *Daily News* (owned by Cadbury's), and published the following:

> The laughter was loud and prolonged when the *Daily News* foolishly "butted in." That attenuated 6- or 8-page journal is now in as feeble a condition as at any time in its history.
>
> Many inquiries were made in vain yesterday as to the possibility of the *Daily News* publishing its net-sale figures for the last six months.
>
> During the war the *Daily News*, after leading an agitation for increasing prices, suddenly turned round and spent large sums advertising that the journal was "still a halfpenny," and trying to annex the readers of their trusting competitors who had gone up in price.

Possibly the publishers of the *Daily Mail* may have felt that they hammered the *Daily News* too hard, for they have explained their onslaught on it so:

> It is a cardinal principle of the Northcliffe Newspapers never to attack any other journal, but if attacked themselves, to respond with their accustomed vigour. In this particular controversy the Northcliffe Press has three interests at stake:
>
> (1) To defend the position of the *Evening News*.
>
> (2) To see that advertisers are not mulct by false "circulation" claims.
>
> (3) To see that the public are not "profiteered" in the matter of the size of the *Star* and *Daily News*.

One feels safe in saying that when the fires under the pot now boiling die down, no other British newspapers with concealed circulations will knock the clip off the shoulders of the London *Daily Mail* and the London *Evening News*.

The Daily Mail—1,206,408

The rise in the *Daily Mail's* circulation is a thing to marvel at. The steady upward increase is indicated by the following figures:

For the month ending:	
31st January, 1920	1,020,532
29th February, 1920	1,019,706
31st March, 1920	1,061,023
30th April, 1920	1,082,036
31st May, 1920	1,010,551
30th June, 1920	1,121,790
31st July, 1920	1,150,222
31st August, 1920	1,165,784
30th September, 1920	**1,206,408**

Commenting on these figures, the publishers say:

> A glance at the net sale map at The *Daily Mail's* strategical G.H.Q. shows that the paper is advancing as rapidly in the provinces, in Scotland, and in Ireland as it is in London, which is saying a great deal. The figures do not, of course, include the sale of *The Continental Daily Mail* printed in Paris.

This wonderful expansion in the circulation of the *Daily Mail* has necessitated the addition of mechanical equipment in both London and Manchester.

For the Southern headquarters the following machinery has been ordered:—

Two double-width Unit Type Octuple Presses, with a combined capacity of 144,000 16-page papers per hour and,

One single-width 4-roll Press, with a capacity of 36,000 16-page papers per hour.

For the Northern office the following:—

Two double-width Unit Type Octuple Presses, with a combined capacity of 144,000 16-page papers per hour.

Whole Front Page, £1,000 for one day.

Concerning the rates obtained by the *Daily Mail*, the following may interest—and cause to marvel—some Canadian publishers:

Whole Front Page (Financial) £1,200 for one day.

Per inch Single Column, £5.

Back Page Single Column space alongside pictures, £7 per inch.

Main News Page—5½ in. Double Column Solus, £100.

Facing Home News Page Solus, Half Page, £440.

Each corner space alongside "*Daily Mail*" title in Back Page, £10.

No discount allowed on a serial order.

FINANCIAL

Prospectuses, New Issues, Financial Announcements, etc., at £150 per Single Column and pro rata. Balance Sheets and Company Meetings at £110 per Single Column and pro rata.

A Prize of £1,000

Knowing that its circulation was going up, the publishers of the *Daily Mail* offered a prize of £1,000 for the nearest correct estimate—on a post card—of the September figures.

Two women estimated within one of the audited figures. So the prize was awarded equally between them. $2133.33 for a post card guess is good pay for the minutes to took to prepare it for mailing.

In a former letter I spoke of the *Daily Mail's* competition, calling for designs for a man's hat—prize £100. There were nearly 7,000 individual entries, or a total of 42,000 designs. In spite of all the ingenuity of the 7,000 hat designers, the probability is that not a single one of the designs submitted will displace those now in vogue.

Lever Bros. Ltd.

Lever Bros. are once more asking the public to lend it money. The new issue of £4,000,000 is for a class of £1 shares paying 8%. The total authorized share capital of this firm is £130,000,000; of which shares to the value of over £38,000,000 have been issued and paid for. The dividends paid for the year 1913-1919 inclusive have been at the rate of 15%, 10%, 10%, 10%, 15%, 17½% and 17½% respectively. In addition to its dividend for 1919 of 17½%, the Company placed the huge sum of £500,000 to Special Reserve.

In 1913 the paid-up Capital of Lever Bros. was £11,713,000. With the present issue fully subscribed, the paid-up Capital will have increased in 7 years by an amount exceeding £30,000,000.

Personally I regard Lord Leverhulme as the world's greatest merchant. Here in brief is the story of himself, of Sunlight Soap, and of the expansion of the business which he founded:

The founder of the firm, Mr. W. H. Lever, now Lord Leverhulme, was born in 1851, and at 20 entered his father's grocery business. When he was 34, in 1885 he bought a small soap factory in Warrington, and set to work to devise a household soap which would not turn rancid. He called his soap "Sunlight," and by bold advertising rapidly built up a gigantic business.

In 1889 this business had so greatly expanded that a new establishment was built at Port Sunlight on the Mersey. The firm then became known as Lever Brothers. In 1894 it was formed into a joint stock company under the name Lever Brothers, Ltd., with a capital of £1,500,000, which was rapidly expanded.

From early days its business was organised on comprehensive lines, so as to control raw material from the outset. Thus coco-nut plantations were secured in the Pacific Islands, where copra or dried coconut was produced, from which the oil was compressed in a factory at Sydney.

Oil-mills were built in the United States to crush cottonseed. The utmost use was made of by-products. Works for the making of "Sunlight" soap were started in Germany, in Belgium, in France, in Switzerland and in Canada. To-day the company owns cocoa plantations in the far-off Solomon Islands (near New Guinea), in the wilds of the Congo, and in British West Africa. It controls the Southern Whaling Company, which carries on whale fishing, in the remote Antarctic seas. It has absorbed many other soap-making firms or obtained a controlling interest in them.

It has launched out into many other trades, such as the manufacture of margarine, jam production, and fishing. It holds nearly all the shares in the Niger Company, thus securing an immense supply of oil-nuts and seeds such as are used in making soap and margarine.

In September the company entered into an arrangement with the African and Eastern Trade Corporation in order to bring under one control all its various businesses and interests in West Africa. In July the business of F. Chivers and Co., Ltd., a great jam-making firm, also became associated with the company.

The Romance of Beecham's Pills

The story of the beginnings of the business of making Beecham's Pills has been retold in the newspapers in connection with the bankruptcy of Sir Thomas Beecham, the grandson of the founder of the business.

Sir Thomas, let it be said, is guaranteed an income of £100,000 a year under the trust deeds of his father's estate, yet he has "gone broke."

Sir Thomas has an expensive hobby—grand opera; and grand opera in London, seemingly popular and profitable, ate up the greater part of Sir Thomas's income. Indeed, it seems to have taken it all, and something more.

When the affairs of Sir Thomas came before the Official Receiver, a sensation was caused by the offer of some unknown person to liquidate Sir Thomas's debts, up to the sum of £100,000 if need was. The name of the benefactor was not made public at that time, but it was said that he could write a six-figure cheque, and not feel the draft! The Official Receiver was evidently stunned by such evidence of prodigal wealth. When the name of the person ready to befriend Sir Thomas was communicated to him with the statement, "you will see at once that he is able to find the money," he said, "I don't know. I am not well acquainted with people who are accustomed to deal in hundreds of thousands."

The multi-millionaire—and a millionaire in this country is one who has £1,000,000, not just a common $1,000,000,000—is James White.

Mr. White is a member of the group which bought the cotton mills of Messrs. Horrockses, Crewdson, for £5,000,000. Born at Rochdale, Lancs, about 42 years ago, he is said to have begun life as a bricklayer, afterwards going into business for himself as a builder.

He has taken part in some large estate deals. He negotiated the sale of the Bedford Covent Garden estate, which involved £8,000,000; he bought the Tivoli site in the Strand for £160,000, and the town of Shaftesbury, on behalf of the Beecham Trust,

for £75,000. He was eoneerned in the floating of the Dunlop Rubber Company for £2,000,000. A prominent patron of boxing and a racehorse owner, he won the Cesarewiteh with Ivanhoe at 16 to 1. Another of his horses is Irish Eleganee.

So mueh for Mr. White.

Among other Britishers able to "sign a six-figure cheque without knowing they have done it," are:

Mr. Solly Joel, millionaire; South African mining magnate; member of the firm of Barnato Brothers; racing man.

Sir Marcus Samuel, former Lord Mayor of London; late ehairman "Shell" Transport and Trading Company.

Mr. Samuel Copley, banker, amassed a huge fortune in Australia; in November last purehased a great part of Huddersfield for £1,300,000.

Lord Inverforth, formerly Mr. Andrew Weir, founder of the firm of Andrew Weir and Co., shipowners, of Glasgow and London.

The Beecham Fortune

The grandfather of Sir Thomas Beecham was the late Mr. Thomas Beecham, the pill manufaeturer and founder of the well-known St. Helens (Lancs) firm, whieh is to-day one of the great undertakings of that town. More than 50 years ago he lived in Westfield street, St. Helens, and began to make his pills in a small workshop at the back of his premises. These he sold in St. Helens old market place.

He was a familiar figure among the countryfolk for years, and his rise to fame dated from the day when an old woman eame to him with a request for several boxes of pills and remarked, "They are worth a guinea a box, Mr. Beecham."

That phrase was used as an advertising slogan. Mr. Beecham was one of the earliest business men to realise the value of advertising, and he plaearded the whole of Lancashire with the fact that Beecham's Pills were worth a guinea a box.

The business grew so rapidly that the big Beecham's Pill Palace was built at St. Helens. By judicious advertising, his trade expanded so quickly that when his son Joseph, who was later Sir Joseph Beecham, took over the business the money then being spent on advertising was approaehing £200,000 a year. Sir Joseph largely increased this, and there was no quarter of the globe into which the message "Beecham's pills, worth a guinea a box," had not penetrated.

To-day the premises are extending rapidly on both sides of Westfield street, St. Helens, near the spot where Mr. Beecham, who died in 1907, began the business that was to make his name a household word.

The goodwill, trade, and business of the great pill industry was left by Sir Joseph Beecham to trustees in trust to form a private limited company, the shares in which he bequeathed to his children and six employees.

The Trade Slump

The trade slump in Britain referred to in one of my earlier letters is the subjeet of very many articles of a very gloomy sort in the nation's press. Unemployment is growing at an alarming rate, and many industries are either shutting down in toto, or are reducing the number of their working days per week, or are reducing the number of their employees.

The textile, steel, engineering and boot trades are suffering most; and, though I have seen no reference to it, the glass bottle trade is affeeted, whieh means that the demand for sauces, jams, and sueh things has shrunken.

It is not necessary to enumerate again the causes of the slump; the one factor, bitterly complained of, is the E.P.D.—the Exeess Profits Duty exacted by the Government. This is erippling eapital—is taking eapital sadly needed, not merely for business expansion, but to safeguard a business when days of adversity come, and, for many firms these days are here. Indeed, so exhausted, financially, are many firms, that they are going out of business altogether. Others are being compelled to borrow from the banks, at high rates of interest, to pay their profits tax. Another effect of the E.P.D. is to make investors unwilling, in many instanees, to invest money in industrial enterprises.

Evidence of the trade slump is afforded by the quarterly return, published in *London Gazette* of the number of reeeiving orders and administration orders (deceased debtors' estates) in the High Court and in the several county courts having bankruptey jurisdietion in England and Wales. The figures for the quarter ending Sept. 30 last, as eompared with the corresponding periods in the two previous years, are:

	1920	1919	1918
High Court.....	124	75	38
County Courts..	274	107	100
Totals.....	398	182	138

The total for the first nine months of the year shows a big increase by comparison with the January-Septemsber periods of 1919 and 1918:

	1920	1919	1918
High Court.....	350	198	143
County Courts..	682	320	355
Totals.....	1,032	518	498

The Collapse of Sopwiths

The ruinous E.P.D. is well exemplified in the ease of the Sopwith Aviation and Engineering Company, now in voluntary liquidation. This business began in 1913 with a nominal capital of £26,000, and at the outbreak of war employed 200 people. War orders for aeroplanes gave this company a great prosperity, and at the Armistiee it was employing 6,000 people. During the war the works were increased to over five times their original size, and much plant added without any increase of capital. Up to the end of 1919 the company had a very successful career, and aecumulated a reserve of £935,600. Although substantial profits were earned, only £24,000 was paid in dividends, the remainder being left in the business. The balanee sheet for December 31, 1919, showed net assets, before providing for certain liabilities, amounted to £959,000. Exeess profits actually paid amounted to £450,000.

When peace came, the company began to make motor cycles, which meant new and costly plant. This venture was not any too successful, owing in part to the length of time required to get going, to the seasonal slump in trade, and to foreign eompetition.

Without narrating further the story of this company and of the collapse of its prosperity, it is to be said that among its liabilities is the Excess Profits Duty of £583,510. This sum is due on the 1919 showing. In 1920, the trading and financial history of this firm has been disastrous. But the Government makes no provision for the needs of a business in the days of its deeline or vicissitudes; it requires the E.P.D. to be paid, even though it means immediate disaster in the form of the extinction of a business employing thousands of workpeople.

This short-sighted, iniquitous and compulsory depletion of trading capital makes it a practical impossibility for many firms to seize present opportunities for extending trade and takes the heart out of initiative.

Racing Profits

Racing is not exactly an industry, though the breeding of horses may be, and both may be profitable. Concerning the profit in racing, the following figures of six days at Epsom, as shown in the annual report of the Epsom Grand Stand

Association, may interest some of MARKETING's readers.

The receipts were £76,234 and the expenses £41,626. The receipts included:

Stand tickets.....	£36,777
Boxes and stalls.....	£11,575
Club stands.....	£4,579
Epsom Downs.....	£19,360
Race cards.....	£1,271

Expenditure included: Police, £4,842; rent, rates, taxes and insurance, £15,873; and Race Fund (which provides the prizes), £11,487.

A net profit of £34,608 in 6 days is comfortable.

MAPPIN & WEBB'S CANADIAN BUSINESS

At a meeting of Mappin & Webb Ltd. to consider resolutions increasing the dividend on its preference shares to 8%, and its capital to £1,500,000, the Chairman said, among other things, that the sales of the Montreal Branch—the Company's largest branch—for 1920 would be more than 10 times greater than they were when the business was acquired in 1913. Of the company's total business, the sales for 1919 were three times as large as they were for any single previous year, and up to September 30 this year, were 30% more than for 1919.

A very important department of this company's business is the supplying, on contract, railway, steamship and hotel and catering companies. The sales in this department for 1919 were four times greater than the sales for any single year before the war.

Merely to say that the Contract Department of Mappin & Webb supplied railway, steamship, hotel and restaurant companies with its products is a pale way of putting it. The statement becomes more colorful when the names of some of its customers are given.

Amongst the many important railway companies supplied are: the London and North-Western Railway, the Midland Railway, the Great Eastern Railway, the London and South-Western Railway, the Central Argentine Railway, the Cordoba Central Railway, the Canadian Pacific Railway, the South African Railways, and many others.

Amongst the Steamship Companies are the Cunard Steamship Company, the Peninsular and Orient Line, the White Star Line, the Union Castle Line, the Royal Mail Steamship Company, the Pacific Steam Navigation, the Nippon Yusen Kaisha, the Norwegian American Line, the Nederland-che Lloyd, the Compania Trans-atlantica, the Servizi Maritimi, and other lines.

Amongst the hotels are the Ritz-Carlton Hotel of New York, the Ritz-Carlton Hotel, Philadelphia, the Savoy Hotel, the Berkeley Hotel, Claridge's, the Carlton, the Hyde Park, Prince's Restaurant, the Ritz Hotel, the Cafe Royal, the Holborn Restaurant, Frascati's, and many other similar concerns.

This list suggests not only a market of magnitude, but the class of customers possessed by Mappin & Webb.

Mappin & Webb have branches in Paris, Copenhagen, Biarritz, Montreal, Buenos Aires, Rio Janeiro and San Paulo in South America. It was stated that the company's Sheffield factories have 18 months work in hand.

Concerning the very handsome and useful book, the Romance of Jewels, produced this year by this company for private circulation, I have written in a previous letter.

THE AMENITIES OF LIFE IN ENGLAND

In September, I had the rare pleasure of a week-end in Essex, the guest of Mr. E. J. Dodd, the British Manager of the MacLean Publishing Company, and very well known to many men in Toronto, Montreal, Winnipeg and elsewhere.

Mr. Dodd lives in Essex near the village of Wickford. He has a property of 4½ acres, a good deal of it an orchard. His trees yield him more apples, pears and plums than his family can consume in a year—the choicest fruit. With apples selling at a shilling a lb., with 4 to the lb., and with pears selling at 4d. to 6 d. each, the possession of a winter's supply of apples, to say nothing of potatoes and other vegetables, or of luscious hot house grapes, the value of Mr. Dodd's orchard and garden can be estimated. His neighbor, a London bookseller and publisher, has a property of 16 acres, with a fine orchard and garden. Another neighbor has a property of 8 acres or so, mostly orchard and garden, supplying more fruit and garden stuff than his family can consume. There is a fine tennis lawn, and a paddock. This man is the business manager of *The Clarion*. Next door to him is a London advertising agent, with a beautiful garden, yielding flowers and fruits in abundance. These families and a few more constitute a little community of most sociable people. They interchange their hospitality so freely and generously that they seem, to the visitor, to be one great happy family. They are a talented community, and sing, play, recite, and otherwise entertain each other in a most charming way here.

On the glorious third Sunday of September, known as Blackberry Sunday, Dodd and I, attended by a retinue of our children, together with a seriously-minded fox terrier, traversed meadows to get spacious views, and hugged the line of the hedges to devour blackberries, so abundant that whole patches were not being visited by the berry pickers. The briar stalks went higher than our heads, and stretched far beyond our reach, and where they were uppermost and farthest, the berries were fattest and blackest. The sun shone on them lovingly, for it was early morning, and the soft September air made the day superb.

Meanwhile the dog hunted rabbits, quite too nimble for him; but this he did not seem to understand. The day before we heard the shotguns popping off incessantly, at rabbits chiefly, though partridges came in for the unwelcome attention of the men with the guns. We met a lad who told us that in returning home the evening before, he found a partridge which had fallen to some sportsman's gun; so in that lad's home there would be a Sunday partridge pie.

Where in the vicinity of a Canadian city do its publishers and advertising men have their homes so delightfully and rewardfully set?

❦ ❦ ❦

Wallace Succeeds Imrie

The successor to John M. Imrie as manager of the Canadian Daily Newspapers Association is William Wallace, late Secretary of the Canadian committee in charge of arrangements for the Imperial Press Conference.

Mr. Wallace was for some years prior to 1915 a reporter on the staff of the *Toronto Daily Star*, when he enlisted, serving in France with the 75th Battalion. He was awarded the Military Cross in March, 1917, and invalided home several months later. In September, 1917, he was appointed officer in charge for Canada of the *Canadian Daily Record*, supplying home news by cable for the newspaper that was issued daily to the Canadian soldiers at the front. He was at one time private secretary to the Hon. N. W. Rowell.

❦ ❦ ❦

The Montreal *Daily La Presse* is now selling for three cents a copy excepting Saturday when the per copy price is five cents. These are the highest rates charged by any Montreal daily, with the exception of the *Gazette*, a morning paper selling at five cents the copy.

❦ ❦ ❦

The Parisian Corset Co. of Quebec has placed its advertising account with McConnell & Fergusson (Montreal office), and this agency is now preparing the plans for an extensive campaign to be launched early in the new year. This will be the Parisian Corset Co.'s first consumer advertising campaign.

BUSINESS MANAGEMENT

COMMENT AND SUGGESTION ON PROBLEMS OF PRODUCTION FINANCE AND SALES; INVOLVING PRINCIPLES AS WELL AS METHODS

Edited by E. ST. ELMO LEWIS, Astor Court Bldg., 18-20 W. 34th St., New York, U.S.A.

ALL COMMUNICATIONS RELATIVE TO THIS DEPARTMENT SHOULD BE ADDRESSED TO MR. LEWIS. PLEASE USE YOUR BUSINESS LETTER-HEAD. COMMENT ON ANY PHASE OF THE SUBJECTS TREATED IN THIS DEPARTMENT SOLICITED FROM READERS

WHY THE BOY LEAVES THE FARM

The Failure of a Bellyache Philosophy

H. G. Weaver writes good sense into "The Tractor Tract" which he issues for the tractor department of the Hyatt Roller Bearing Co., Chicago. In the last one he writes one of the most sensible talks to "The Boy and the Farm."

There is entirely too much mushy sentimentality and piffle and political fol-de-rol talked to and about the "poor farmer."

When the farmer is poor nine times in ten it is because he is a poor farmer—that is the beginning and end of the vast majority of it.

I've lived on a farm; in fact, lived on several for nearly ten years of my life, where the farmer had to work at farming for a living too.

My observation is that the farmer works less hours per year, and gets more real living out of it, than any man, with the same grade of intelligence, experience and amount of investment, in the country.

There is serious danger of the farmer becoming the professional national bellyacher. He has been bellyaching now for ten years. He wants to be paid a big price for all he does, to be liberated from the operation of the law of supply and demand, and to be given a guarantee of the highest possible return on his difficiencies.

During the war the farmer profiteered joyously and with great unanimity—he got together and regulated prices—and then bellyached if anyone else did it.

He is continuously bewailing his sad lot—the awful loneliness—the hard work—the long hours (in winter when he has to enjoy his own company)—the awful prices of the trusts who must pay their employees wages sufficient to pay the farmer's prices for food stuffs.

The farmer has argued himself into a frame of mind where he thinks people in cities should make him pianos, phonographs, autos, furniture, moving picture shows, for the mere food he sends them.

Sometimes the world wonders "how he gets that way."

A farmer doesn't have to be a farmer. Let him get out of the farming business. It never seems to occur to him that the business of farming doesn't owe him a living—but it is up to him to get it. Others make a living—become wealthy—at farming, starting with nothing but a conviction that you can't get something for nothing.

One of the members of the Farm Loan Board was a sea captain until he was 45, then came ashore and made a fortune as an Iowa farmer. .

THE DIFFERENCE

between a Hod-Carrier and an Architect is, that one CARRIES A HOD, and the other CARRIES A HEAD.

—Herbert N. Casson.

The world won't starve to death if this type of farmer quits. Let him go into something else. It will do him good to find out how much time, thought, money and work is required to produce the things he *buys*.

It is a somewhat ironical flareback from this bellyaching of the American farmer, that he cannot get hands to work for his old wages of $20 a month and found.

Did it ever occur to the farmer that his bellyaching about the poor returns, the ghastly loneliness, the frightfully hard work, the arid hell which he has made of the farm, has convinced the boy and the man on and off the farm that it is the last place in the world they want to work?

As a matter of logical result the farmer has lost his own boys and his other helps because he has consistently taught them "There is nothing in farming" and the only place a man can make his salt is in the city."

Of course the city gets the boys, the farm loses them.

Why should this be so?

If the American farmer will take a few years off—put the mournful music of his weeping away—become an optimist, and tell the truth about the American farm and the kind of a life it is, and the compensation there is in it—he will get a lot more fun, satisfaction, money and contentment out of farming—and he'll get help.

The farmer has no corner on hard work—long hours—small pay. In every line it is the same. It continues that way for incompetence, inefficiency and the bellyacher.

It is the law. Uncle Sam didn't make it and he can't help it.

But of one thing there is a certainty; there are lots of people in both town and country that are getting heartily fed up on the American farmer's bellyaching, and his demand for special consideration over the rest of us.

It is time he got down to the fact that he can't live at the expense of the world. If he thinks he can distribute his products more cheaply by parcel post, why doesn't he do it? The parcel post was made for him, and he has consistently played the price hog every chance he got, and that is why people won't buy his stuff. Witness, if a man calls on the farmer for his eggs, the farmer charges him the same price the retailer in the city charges.

Then the farmer wonders why the city consumer doesn't get all heated up over the cost of distribution—and want to deal direct.

If the farmer thinks the work is hard, why doesn't he use his head and make it easier?

If he thinks the prices are too high for everything but what *he* sells, why doesn't he try *his* hand at making them for less?

But, let him quit bellyaching.

—"A Consumer."

BUILDING SALES MORALE

The salesmen should be assigned to territory agreeable to them. It is unwise to select a man whose home is in New York and whose immediate friends reside there, and send him to New Orleans. He would start out with great enthusiasm, but when the hard days come, the longing for home, and those whom he loves will make him an uneasy man. A man with a family should be in the territory where he can reach his home, that he may realize his responsibility in bringing up a family. It is no credit to any firm to allow a man to ramble around for them, no matter how successful he may be, and leave his wife struggling at home with the home problems. Therefore, in selecting the man, be sure that the territory is agreeable and that he can reach home frequently enough to be known and respected by those with whom he comes in contact. A man must stand for something somewhere, if he is to be a well rounded individual.

Jack Jones says: We must get down to a personal basis in dealing with our organizations, on the basis of true understanding of the human unit and his problems, the problems he has in his home life, in his ambitions for growth in every human thing he does in the way of self betterment. A man must realize that his ideals are tied up with the organization.

Norval Hawkins says: If you have just sales smartness you may raise a smart Aleck but if you begin with a man and develop him both in sales ability and manhood, you'll grow a salesman. Teach a man how to harness his brain and his heart to a purpose.

* * *

Influence of the Business Executive

Big business is rapidly realizing the necessity of injecting human feeling into its methods. Large corporations all over the country are seeking a new type of executive—the man whose business and ideals are *human*. It's easy to agree with Dr. Charles W. Eliot when he says that it is now the business man, rather than the preacher, who wields the largest moral influence in the community. The men of power are business men. They get immediate results. To make America better, make her business men better. That's the big job.—Tom Dreier.

* * *

Good management is the discovery and maintenance of standards and just so much system,—no less and no more—as is necessary to maintain and enforce those standards; standards of materials, standards of methods, standards of performance of machinery and of performance of men. The discovery and maintenance of standards is the heart of good management.—*Edwin F Gay, Former Dean, Graduate School of Business Administration Harvard University.*

* * *

When business is governed by facts developed by scientific research—instead of the traditions of faulty memories, the intentions of those who refuse the acid test of the net, the emotional reactions of the Bluff, there will then come a real Democracy—one that can stand, because Time, nor Men, nor Chance can prevail against it.

* * *

SHALL WE?

"If I read the signs aright, each government will henceforth direct the course of trade, national and international, within its own jurisdiction. Think of the economies in production that have been effected during the war, think of the wastes that have been stopped, think of the co-ordination of industries brought about! And we to let all that slip away, are we to drift back to the haphazard, anti-bellum ways? Isn't it clear that we Americans must be prepared for more and not less patriotic self-sacrifices after the war? That we must be willing to submit more and more to governmental discipline if we are to fight all Europe in the markets of South America, Africa and the Far East?"

—*Waldemar Kaempffert.*

WORK

Man must work—that is inevitable. But he may work grudgingly, or he may work gratefully; he may work as a man, or he may work as a slave. He can not always choose his work, but he can go about it in a cheerful, generous temper, and with an uplooking heart. There is no work so rude that he may not exalt it; there is no work so dull that he may not enliven it.

Talks About Their Business

A valuable hunch on the art of letter writing in general is contained in the following memorandum from Bob Warner, on Sales Letters:

"We all sometimes lose faith in letters. Often the results fail to materialize as soon as we'd like to have them. But at this low ebb we'll then come across some proof of letter-efficiency that revives our faith —as I did to-day.

"This particular proof exists in the Sales Manager's office of a big New England manufacturer. He, too, is a great believer in letter writing. He's a believer, because he writes letters to get business—and then sits back to watch the orders pile in.

"He showed me a group of letters which had brought in nearly $225,000 worth of *new* business in about three years—at a total cost of $3,287.13.

"And mind you, this group, consisting of several series, each addressed to a single type of prospect, was only one part of his letter-writing campaign which has produced results —cash results.

"All his prospects, of course, were big buyers. For example, one series of three letters produced more than $60,000 worth of new business from eight new customers.

"This Sales Manager has his own secret of successful letter writing—a secret which he shared with me. This is it:—

" 'Before I write a letter to a group of prospects, I nose around and find out all about their business—and where my product will apply. Then I come back to my shop and write a letter to them, *talking about their business.*'

"—sort of a familiar sound about this, isn't there?"—*Thorsen, Cosmopolitan.*

Control

Suppose that you spend half an hour this month in thinking of the word—CONTROL. Let me ask you—

1. Do you control your own machinery, or do your foremen do as they please with it?

2. Do you control the sale of your own products or are you always at the mercy of the market?

3. Do you control the methods of your salesmen, or do they act independently, as though they were all Robinson Crusoes?

4. Do you control your employees, or is there only a relationship of mutual fear and dislike?

5. Do you control your own business policies, or are you blown about by circumstances?

In short, IS YOUR BUSINESS REALLY YOURS OR ARE YOU AFRAID OF IT? There is a fortune for you in the future if you dare face these questions, if you dare face these hard questions and work out the right answers.—*Herbert N. Casson.*

* * *

Courage

THERE are in this world two kinds of courage—moral and physical. Physical courage is hard to define. A man that will walk single handed into a den of wolves, will sometimes have a fit at the mere sight of a dental chair.

But moral courage is only of one kind—the kind that makes a man plan his selling campaign on the side of truth and right thinking, and goes forward triumphantly to sure and honorable success.

The man with moral courage lets the other fellow fool the customer—the man with moral courage looking on the customer's side of the sale makes the clean cut convincing argument founded on truth that closes the sale and lays the foundation for a repeat business for years to come.

He does this because he has the moral courage to believe in his goods, in his employers and in himself. The man with moral courage is a fighter, but he fights fair and square and there is never a sting in his argument.

He has a kindly word about his competitor. He is the kind of optimist who realizes that wrongs may exist, but that there is a way to cure them. He is a mixer because he looks at all the world through kindly eyes.

He carries with him at every visit a message of cheer and good will. His moral courage is contagious. He is the kind of a man described by a noted writer as follows:

The man who can meet despair and defeat
With a cheer—that's the man of God's choosing.
The man who can fight, to Heaven's own height—
Is the man who can fight when he's losing.

He is the advance agent of prosperity. He is always looking on the bright side. He goes after business in a way that makes his salesmanship endure.

The man without moral courage is the grand stand player—the one-visit man who cannot possibly be a success. —*Anon.*

* * *

What to do When You Get a Good Idea

1. Make your plan in writing.

2. Compare it with the methods of the most successful men.

3. This is most important: Have your plan criticized in advance by those it will affect and by anyone else that can be helpful. Our plans are bound to be criticized, either before or after they are put in operation. If we have them criticized in advance the chances are that they will be more favorably received, and even defended as their own ideas, by those upon whom they depend for success.

4. Put it into operation.

5. See that it keeps itself in operation until rescinded. Until your plan keeps in operation automatically you have not organised it.

6. Keep the plan open to revision, but do not allow it to be changed except after the most careful reasoning.

Edward A. Filene,
Filene Stores, Boston, Mass.

First Principle of Salesmanship

SALES are made on confidence. A person will not buy of you if he is suspicious or doubtful of you.

The first principle of Salesmanship is Honesty.

No man who forgets what he says is a good salesman; and no liar has a memory so good that he can remember all he says. Therefore, a salesman must stick to the simple truth, in order that all his energy and brain power may de devoted to making the sale.

Make good every promise—stated or implied. Guard against being misunderstood but give the customer the benefit of every doubt or misunderstanding.

Soon you will establish yourself as a man to be relied upon. Once you gain that reputation with your trade, sales and success are incidental results.

Prove yourself a friend to your customer. Make his interests your own. Study his wants and sell him only the amount of goods he really needs and can sell at a profit. Many salesmen have so completely won the confidence of their trade by judicious salesmanship—the ability to estimate their customers' needs, and sell them only enough to supply those needs—that many of their customers say to them when they enter the store, "This is what I have on hand. I have sold so much. Put me down for what you think I will need."

Can competing salesmen win such customers away from a salesman like that? Hardly!—*Anon.*

10 Rules for Speedy Handling of Merchandise

The principles used by the superintendent of the Greenfield Tap and Die Corporation stockroom for speedy handling of shipments are formulated by him as follows:

1. Situate your merchandise in a position where it will require the shortest haul to its final destination.

2. Keep all movements in a direct forward channel.

3. Locate men at the nearest point to the material they will have to handle.

4. Have all the paraphernalia necessary for handling convenient to the man.

5. All stations and racks should be placed to give the best light.

6. Despatch tickets should give instant control of routes, and furnish instantaneous knowledge of whereabouts of an order and of obstacles in the way.

7. Flexibility and centralized control of the control of the labor force is essential.

8. Maintain morale by consultation and instruction and records of accomplishment.

9. The supervising force should always effervesce sunshine and happiness.

10. The stock clerks should serve the customer as if he were in the room.—*System.*

JOY IN WORK

In her workshop nature stands,
Busy with her artist hands,
Shaping for her own delight
Things that ravish sense and sight.

Forth they go, her children all;
And their happy looks recall,
As they deck the tasteful earth,
How love and joy were at their birth.

We must stamp that trade-mark, too,
On each bit of work we do;
And love of all we can create
Supplant the drudgery of hate.

Use in beauty, joy in work,
Pride that will not stoop to shirk,
Conscience that sustains the pride—
These let us scatter far and wide.

Till at last in fellowship
We forget the master's whip,
And join with ant and bird and corn
In hailing every work-day morn.

—*Ernest Crosby.*

Hill's Punch

Every extravaganee, whether it be State or individual; every increase in prices, whether it be in wages, rates or commodities, comes out of the consumer. He must pay the bills.

* * *

Theoretically, the place for economy to begin, is with the individual. But he won't do it. That is the plain situation to-day. The individual refuses to retrench. On the contrary, he is using the increased cost of living as an argument for an increase in wages.

* * *

You cannot mix business and politics.

* * *

It is no more possible to solve many of our economic problems by legislation, than it would be to fix a dislocated limb by law.

* * *

The men who would borrow and spend lavishly may mean well, but the sign-board where their road diverges is marked plainly, "Disaster."

* * *

The man with the big opportunity to-day is the man in the ranks.

* * *

Success never comes to the man who spends most of his time watching the clock.

* * *

The man who climbs up is the one who is not content with doing only just what is absolutely necessary, but who does more.

* * *

My rule for success is untiring application, loyalty to one's employer, which is loyalty to one's self, doing the best you can in every task that faces you; practicability, initiative, and industry.

* * *

Luck and laziness do not go together. The man who climbs up must prove himself and grasp his opportunities. Opportunity will not look him up.

* * *

The best advice to give to a young man is very old and very simple. Get knowledge and understanding. Determine to make the most of yourself by doing to the best of your power such useful work as comes your way. There are no new recipes for success in life.

* * *

Some opportunity will come at some time to every man. Then it depends upon himself and upon what he shall have made of himself what he makes ofit and what it will make of him.

* * *

The boy or girl is taught to be obedient and affectionate and considerate of others, to look forward to making the best of whatever opportunity life may bring, and who receives such education as the best schools have to offer, has all the preparation for after-life that it is possible to give, and one that should not often fail.

—*James J. Hill.*

ADVERTISING in daily newspapers did its share in reviving Canadian business after the Declaration of War in 1914.

Advertising in daily newspapers did its share throughout the War in keeping business going and thus assisting Canada to do her part to win the War.

Advertising in daily newspapers can do a big part now in relieving the congestion in the retail trade—not "cut price" advertising, ***but advertising of quality goods at a fair price.***

The public need the goods; have the money, and will pay a fair price.

So long as the "cut price" advertising predominates the quality advertising, so long will the public keep on waiting for lower prices.

The time is NOW to recover the consumer market. The time is NOW to stimulate consumer-demand for goods of known quality and fair price.

The manufacturer who is vigorous and conspicuous in his daily newspaper advertising in the early months of 1921 will have both the retailer and the public with him later on. He will establish a policy of insurance on his business from which his returns will be great.

Any one of more than twenty well-equipped Canadian Advertising Agencies is ready to apply ripe experience, long training and shrewd judgment to the advertising problems of any Canadian business house. If these agencies are not known to you, write us.

John Moody, of Moody's Investors Service, New York, speaking before Toronto Board of Trade, Dec. 1st, 1920, said:—

"The outlook for 1921 is fundamentally very encouraging. A period of prosperity calls for three things, raw materials, labor supply and capital. In the United States and Canada at present we have the first two and the capital is being shipped to us, and we will have it in two or three months, and then we will have prosperity. We have had no capital because it was used up in speculation after the war. We will have all three factors available by spring to start a new period of prosperity, but it will be more like the old-fashioned stable prosperity than the novel and dangerous type of 1919."

The Globe
TORONTO

Member Audit Bureau of Circulations

Predominating Medium in Canada's Greatest Market-Place

"But the business men of this country—the professional men, the farmers and the tradesmen and the men who toil, who are not controlled absolutely by some radical labor leader—those men must be appealed to; they must be appealed to through propaganda, through education, and through every channel through which you can reach them, rouse them to the danger that comes and will come in upon the proposition of the absolute control of Congress or your State Legislatures by any class of men or any group of men, whatever they may be. Where you have a public official who has the courage, the integrity, the honesty, and who is willing to stand fire, it is your duty and business to stand squarely behind that man and to support him in a crisis."

—Governor John J. Cornwell.

Advertising Decreases Costs Says This Advertiser

ADVERTISING reduces the cost of selling by keeping the demand constant the year round," said Adrian D. Joyce, General Manager of the Sherwin-Williams Company (Paint and Varnishes, Cleveland, Ohio) in an advertising publication. "The time was when two-thirds of our business was done during the spring of the year, and the people had an idea that the only time to paint was in the spring. We launched a 'Paint in the Fall' campaign, and as a result our fall trade now is as great as our spring trade. We planned a 'Finish the Floors' campaign, and brought out the fact that the old-fashioned carpets were unsanitary—showed how old floors could be refinished with paint and varnish and rugs used. This made it possible and desirable for painting to be done in the winter. One season follows another until now the consumer paints and varnishes the year round and our products, instead of being seasonable ones, have an all the year round demand. . . . The great problem before a concern such as ours, which are all the time studying the economics of business, is so to shape up advertising methods as to be continually decreasing the selling cost by increasing the volume. It is an important part of this often to determine just what portion of the selling expense can be devoted directly to advertising. From a careful analysis of our results from year to year we have arrived at a certain index figure which we believe establishes the proper proportion of selling expense to be set aside as the proper amount for advertising expense, and in considering our plans we always keep this figure before us, and in making our advertising estimates we have this continually in mind. . . . . Advertising not only sells the customer the particular thing advertised once, but it keeps on selling him—makes him a permanent customer—a real asset of the house. Advertising helps to standardize both the price and the product and keeps the trade on an even keel. If properly done, it does not leave overstock on dealers' shelves, for it keeps the demand so constant that the consumer uses up this year's product before it goes out of style."

* * *

Defects of Organization

Organisation is like eating. You can have too little or too much.

A business that has too little organisation is starved. There is lack of central control. There is lack of planning. There is a great deal of waste. Important matters are neglected; and the managers are grossly overworked.

On the other hand, a business that has too much organisation is clogged. There is apt to be too much expense. There is lack of initiative and a decrease of energy.

Very few British companies suffer from too little organisation. One of our national defects, as business men, has been lack of organisation. Thousands of British companies are not really organisations at all. They are mere groups of departments held together by an overworked manager.

A very little more organising—merely the creation of a planning department—would vastly increase the profits and decrease the troubles of most of our British businesses.—*Herbert N. Casson.*

* * *

The '49-er

THE PRACTICAL MAN: "I don't take any stock in this scientific management stuff . . . The '49-er didn't know anything about science nor any of the rest of that sort of high brow piffle. He went out and found the gold, he dug it, and made millions."

VOICE FROM THE AUDIENCE: "Yes, and his dump heap has been turned over to the scientist, and he is making millions out of what the '49-er overlooked."

A painful silence.

"This means a mutual interpretation called publicity, as a fundamental principle of modern business is gaining daily in importance."

—Edward Thomas Bedford, President, Corn Products Refining Company.

Market Basket Page

Cash and Carry Meat Market
Meats—Meats—Meats

REX GROCERY

Fraser's Meat Market

C. R. MAYS, the Veteran

Cuff's Meat Market
MOVING SALE SPECIALS

SANITARY MEAT MARKET
PHONE 7-2-2-5

AIRD'S
Meat Department
Another Two Days of Aird's Lower Prices in Quality Meats

Grocery Department
Some More Remarkable Values From Aird's Grocery Department

SPECIALS FOR SATURDAY AND MONDAY

G.W.V.A. Co-operative Trading Co.

Selling the Goods Which Sell the Easiest The Nationally Advertised Brands

Three years ago, next month a Leader Advertising Salesman "stepped out" amongst the local retailers of "Foodstuffs" to show them how to create consumer demand, and to prove to them the VALUE of linking up with the National Advertiser.

It took three weeks to educate them to the extent that they eventually decided to give the proposition "ONE DAY'S TRIAL" on a page entitled the "Market Basket Page."

That one day's trial spelt "SUCCESS" for the salesman's efforts, and also for the retailers who adopted the proposition, for the page has appeared every Saturday continually since that date, and to-day the "Market Basket Page" is one of the strongest feature pages carried in The Leader.

That the retailer in this territory is fully alive to the advantages attached to the "PUSHING" of Nationally Advertised Products is fully evident in the fact that on the "Market Basket Page" of The Leader of Saturday, October 30th, (facsimile above) there were no less than 21 brands of nationally advertised products being "PUSHED". by the retailer, of which 14 brands at the present time are being advertised in The Leader by the Manufacturer.

The "Market Basket Page" is now making rapid strides in the Friday evening edition of The POST also.

The Nationally Advertised Products Appearing in The Leader of October 30th, Were:

Royal Crown Soap, Palmolive Soap, Procter & Gamble Soap, E. D. Smith's Jams, Five Roses and Purity Flour, Kellogg's Corn Flakes. Shredded Wheat, Heinz Catsup, Campbell's Soup, Red Rose and Blue Ribbon Tea, Nabob & Braids Coffee, Old Dutch Cleanser, Crisco, H. P. Sauce, No-Vary Corn, Swifts Lard.

If you have not got distribution in this territory, let us get it for you

Ask Any Advertising Agency or

THE MORNING LEADER
REGINA, Saskatchewan

E. J. GUY,
302 Royal Bank Building, TORONTO

REGINA DAILY POST (Evening
REGINA, Saskatchewan

"The daily press, I have found, is a prime factor in commercial activity of every kind. It is invaluable in broadening a market and in promoting understanding between the industrial institution and the public."

—J. Obgen Armour, Pres., Armour & Co., Chicago.

A Million Dollars for White Space

ALL salesmanship is part advertising, and all advertising is part salesmanship.

Advertising is salesmanship plus publicity.

Salesmanship is advertising plus getting the order signed.

Salesmanship gives private lessons while advertising conducts a public school.

Publicity is the greatest single force in modern life. It has the greatest civilizing, prosperity-developing punch the world has ever known.

Advertising is teaching the people to believe in you and your product. It has done more to build up businesses and keep them built up than any other single factor.

I am a thorough believer in the uses of all good mediums for advertising. I am backing that belief with a million dollars' worth of white space, the second biggest advertising appropriation in the automobile industry.

Every Chalmers dealer starts out with a million-dollar salesman.

—Hugh Chalmers, Chalk Talk, Aug. 1916.

* * *

A Source of Profit Overlooked

In these past few years, the profit value of service to the public has been almost entirely overlooked by a good many concerns. When we take into consideration that Ford has built his repair business up from $35,000 in ten years to over $35,000,000 a year, that the greater proportion of one of his very large plants is taken up with the manufacture of service parts, we begin to realize how important the service item, as a mere matter of income, becomes to many organizations.

One of the pneumatic tool concerns has 60% of its manufacturing activities on repair parts.

On the other hand, one of the agricultural implement houses manufacturing a single item has only 1% of its service or repair business. The rest of it is in the hands of independents.

How to Use the Telephone

1. When you answer a telephone always give your department and your name. It saves the consumer's time and he knows how to get you again if perchance he gets cut off. By giving the consumer your name you stimulate his confidence in the company, because he realizes that he is talking to a person instead of "just a clerk."

2. Out of necessity the consumer must give his name and address and it is important that you be as careful as possible in getting this the first time he speaks it, as it is annoying to have to ask him to repeat his name and street number too often.

3. Repeat his or her name as often as convenient while holding conversation. Speak your own name if occasion arises, so that the conversation may be made more personal.

4. Get the consumer's telephone number.

5. Ask the consumer to call you personally if the complaint or the request is not taken care of promptly.

6. Make it appear that you are giving the consumer personal attention. It takes less time to give him all the time he needs over the telephone and thus get his request clearly before the proper department than it does to have him repeat the call at various times on account of not obtaining full information the first time.

7. In main, answer all requests with "Yes" and make your exceptions and qualifications afterwards.

8. Deem it a privilege to see that the request gets proper attention.

9. Talk from the consumer's standpoint.

10. In finishing a conversation always thank the consumer for having had the opportunity to attend to his request. Thank him by name and be sure to give him your name and your department, so that he can get you again if the request does not get proper attention.

11. In referring a customer to another department be particular to give the name of the person in the department to whom he is to talk. Be sure to get the full request of the consumer before referring him to another department, to avoid the error in referring him to the wrong department.

12. Remember that the consumers who call us by telephone get their impression of the Gas Company from the way that you talk to them, and that we want you to help make this impression a good one.

Detroit City Gas Company.

"The business man in large affairs requires keen observation, a quick mental grasp of new subjects, a wide range of knowledge. Whence come these powers and attainments—to the educated or to the uneducated—save through practice and study? But education is only early systematic practice and study under guidance. The object of all good education is to develop just these powers—accuracy in observation, quickness and certainty in seizing upon the main point of a new subject, and discrimination in separating the trivial from the important in great masses of facts. This is what liberal education does for the physician, the lawyer, the minister, and the scientist. This is what it can do also for the man of business; giving a mental power is one of the main ends of the higher education.

THE TRICKS FIGURES PLAY US

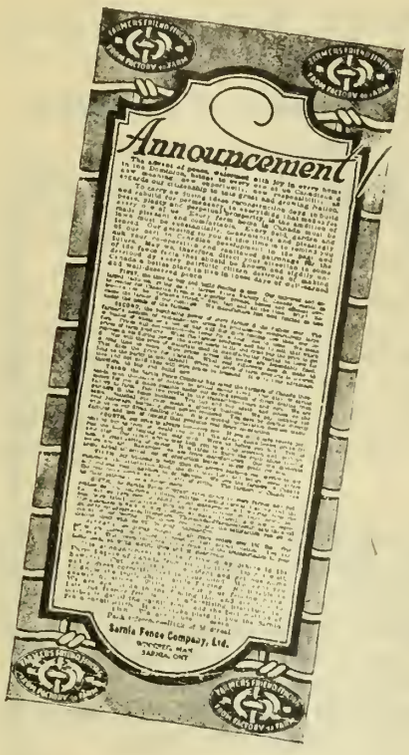
One of the cost accountants in a Chicago house told a story which will show how statistics may be made to tell you most anything. A writer preparing a paper to show that more women married during the college course than men in the same institution, said this:

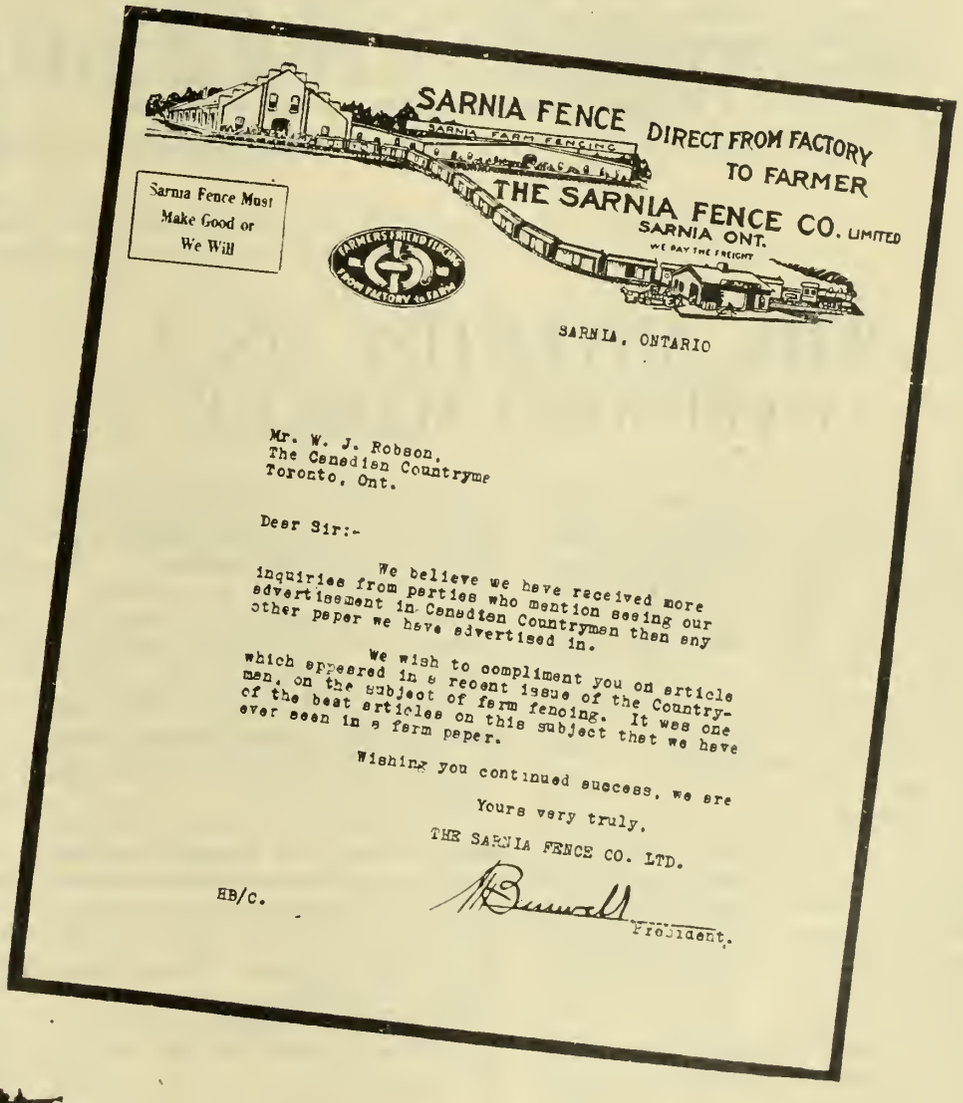
"One hundred men and two women attended this particular college, and one of the hundred men married one of the two women."

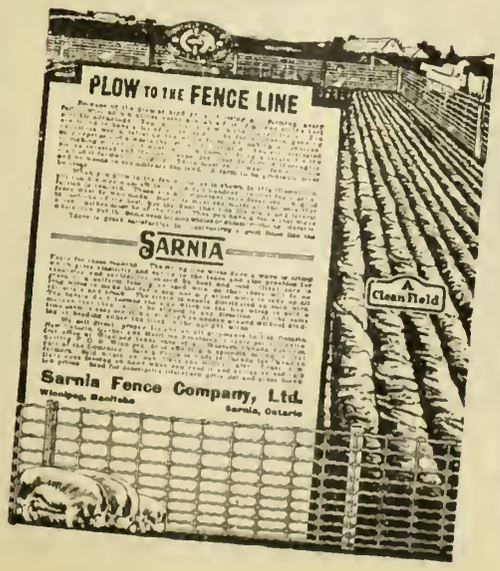
The student correctly deduced the fact that one per cent of the men and fifty per cent. of the women married.

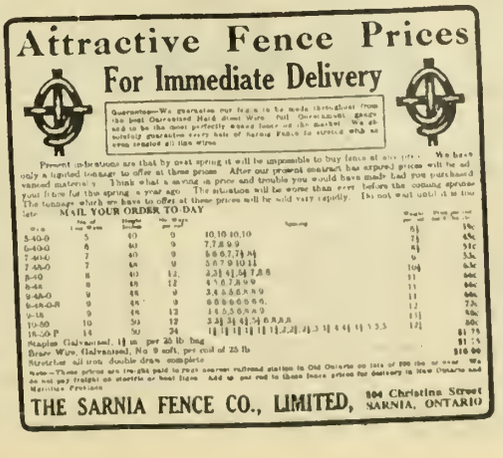
Some of the advertising statistics that we receive at the hands of men of about as much educational preparation, are just as reliable.

Sarnia Fence Co. Have Received More Inquiries from *Canadian Countryman* Than Any Other Publication.




SARNIA FENCE
DIRECT FROM FACTORY TO FARMER
THE SARNIA FENCE CO. LIMITED
SARNIA ONT.
WE PAY THE FREIGHT
Sarnia Fence Must Make Good or We Will
FARMERS TRUCK FROM FACTORY TO FARM
SARNIA, ONTARIO
Mr. W. J. Robson,
The Canadian Countryman
Toronto, Ont.
Dear Sir:-
We believe we have received more inquiries from parties who mention seeing our advertisement in Canadian Countrymen then any other paper we have advertised in.
We wish to compliment you on article which appeared in a recent issue of the Countryman, on the subject of farm fencing. It was one of the best articles on this subject that we have ever seen in a farm paper.
Wishing you continued success, we are
Yours very truly,
THE SARNIA FENCE CO. LTD.
HB/C.
President.




Attractive Fence Prices
For Immediate Delivery
MAIL YOUR ORDER TO DAY
THE SARNIA FENCE CO., LIMITED, 804 Christina Street SARNIA, ONTARIO

EVEN IN AN IDEAL SOCIETY WE SHALL NEED ADVERTISING

Says a Learned Publicist Who Objects to Advertising.

"Now will education be needed only to train men in the right choice and right use of a profession. We must educate the public that consumes as well as the workers that produce, for, unless there is a general demand for the work of the right sort, it is useless to expect that the right sort of work will be done. (May we not paraphrase it, saying—unless there is a general demand for the right sort of things, it is useless to expect that the right sort of things will be made?—Editor). Therefore if the producers interests are to be safe-guarded, there must be a corresponding adjustment of the consumer's tastes."

WHY ADVERTISE ON A OVERSOLD MARKET

IN April "Tick Talk," the Western Clock Company's clever house publication, the salesmen, workers and dealers are told why Westclox continue to advertise nationally in spite of the fact that they are many months oversold.

The reasons given are sound, pertinent and clearly expressed. I think you'll want to read them:

"Once in a while a dealer writes in and criticises us for spending our money on advertising instead of using it to produce more clocks. It sometimes takes a good deal of explaining to make him see that it is really necessary to spend money in advertising, even though we are greatly oversold.

"You would not think of dropping your insurance policy just because you feel fine to-day. No, nor should a national advertiser think of dropping out of the publications just because he is a few months or a year behind in filling orders.

"The money spent in Westclox advertising to-day is an insurance on the Westclox production of the future. The clocks you turn out to-day are sold, but how about those you are going to build in 1922 and 1923?

"Predictions are that conditions will be nearer normal next year than they are this. When they hit normal it will again be a buyer's game. To-day it is easy to sell anything. When supply and demand come closer together the manufacturer who makes the best product will have the first chance at the market.

"All together we are creating a demand for Westclox that will insure a sale for our product whenever alarm clocks are in demand.

"When one looks at it from this point the few pennies that we spend per clock for advertising and sales work seem small indeed.

"The number of salesmen that we have on the road is small in comparison to the number of possible clock and watch distributors there are in this country. They cannot call on every dealer. They cannot call on any of them very often.

"Westclox advertising, which includes Dealer Tick Talk has to help the salesman build good will. It has to do all the work where the salesman does not call.

"Without salesmen and without advertising, how would we sell the product? Paraphrasing an old adage we might say: We have a better product, we have a beaten path to our door but—we have to keep the product up and we have to keep the path clear or we will soon be forgotten.

"Building quality into Westclox and telling of that quality through advertising and sales and letter contact guarantees the future of the Western Clock Company and your job and my job."

Organization of the Market

It is impossible for some to understand why the Standard Oil gets a commanding position so soon. To one who studies the situation I believe it will appear.

Standard Oil never goes into a market until it is ready to dominate. It studies the requirements both as to people and grade of product desired. Then it organizes. It organizes thoroughly and never wastes a man.

* * *

"There is one more point, a very important one, which has not been mentioned, but which nobody, particularly a boss, should ever forget. He must not take himself too seriously. Swell-headedness is absolutely fatal. No boss can afford to shout."—*Charles H. Sabin,*

Prest. Guaranty Inst. Co., N.Y.

* * *

Lord Leverhulme wrote a most interesting book, "The Six Hour Day," in which he discussed the object of making a six hour day for the workers of the world. I think the most amusing part about it, however, is where he confesses that he worked sixteen hours a day making the book!

* * *

How Some Folks Co-operate

The Blue Lightning Express reached its destination one evening eight hours late, and the engineer, rubbing his hands, said to the new brakeman:

"How's this for railroading, my boy?"

"Great!" said the new brakeman. "We're a little late, though, ain't we?"

"It's that darn Horseshoe Hill," said the engineer. "In all my life I never had such trouble to get up that hill as I did today."

"Yes," said the new brakeman, "and she'd have slipped, too, if I hadn't had the brakes on tight."—*Los Angeles Times.*

"It is only in very rare cases, such as that of the great Krupp, that the capacity to sell well is joined with the capacity to rise also to extreme heights of efficiency in production."

Dibblee.

Go to the Dairy Farmers

The surest, safest and biggest field for 1921 business

The old dairy cow has put and is still putting thousands of the "big" farmers of Canada on the highway of success.

Dairy farming and dairy cattle breeding is the safe, sure and steady road to prosperity.

In generous years, in lean years, the dairy farmer enjoys the regular never-failing income from his herd, in the form of cream and milk cheques or from the sale of pure-bred stock.

Dairy farming has created the great wealth of the rich dairy sections of Eastern Canada and particularly of Ontario; it has built the finest rural homes and equipped them and their farms with the most modern conveniences. To-day, it is said, "nobody prospers like the dairy farmer."

Prof. Leitch, in his survey of Ontario farm conditions puts this very clearly, when he shows that per hundred acres, dairying gives a much greater return than any other line of general farming.

The old dairy cow is still the most economical producer of human food. She has made the dairy farmer the heaviest buyer of equipment per farm in Canada.

Go to the dairy field for a bigger and surer volume of business for 1921. Concentrate your efforts and your advertising where you are positively assured of more sales per farm—and where during 1921, the sales will assuredly come easier than elsewhere. The farmer with the steady income is the one who is the regular buyer.

There is just one positive way of talking directly to the wealthy dairy field in Canada. Put your advertising where the dairymen place their messages.

—IN—

FARM AND DAIRY

Canada's National Dairy Magazine

Official Organ of Dairymen's Associations

A.B.C. Member - Reports on Request
Advertising and Color Rates on Request

PETERBORO - - - ONTARIO

Marketing
and Business Management

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Published on the 1st and 15th of each month

W. A. LYDIATT
Editor and Publisher
53 Yonge Street, Toronto

Entered in the Post Office at Toronto as second class matter

SUBSCRIPTION RATES. To addresses in Canada, United States and Great Britain, $2.50 a year, elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES, 18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Member A.B.C.

Address all communications
W. A. LYDIATT, Publisher, 53 Yonge St., Toronto, Canada

VOL. XIV, No. 18 DECEMBER 15th, 1920

The Value of Vision

Men have marvelled at the immense circulation and astounding advertising volume attained by the *Ladies Home Journal*. If asked for an explanation they would probably talk of the great growth in magazine reading and the wonderful developments in advertising, as if these just happened and the *Home Journal* was fortunate enough to get a big share. But the "demand" for magazines and the "demand" for advertising space did not produce the Journal as we have it to-day. Rather did the Journal develop both the readers and the advertisers.

This is understood from reading the recently published autobiograpy of Edward Bok, in which he records some of the early struggles to get the magazine established. It had by no means an easy road to travel financially, he assures us. But Mr. Curtis never wavered in his faith in his proposition. The huge advertising bills were difficult to pay; large credit had to be obtained. Think of borrowing money to pay for advertising! But he invested all he had and could borrow.

He believed absolutely in the final outcome. Where others saw mist and failure ahead, he saw clear weather and the port of success. Never did he waver; never did he deflect from his course. He knew no path but the direct one that led straight to success, and, through his eyes, he made Bok see it with equal clarity until he wondered why others could not see it. But they could not. Where they differed from Mr. Curtis was in their lack of vision; they could not see what he saw.

Bok saw advertising done on a large scale by a man who believed in plenty of white space surrounding the announcement. "It is not expense," Mr. Curtis would explain, "it is investment. We are investing in a trade mark. It will all come back in time." And it did.

Only one feature was advertised at a time, but the "feature" was always carefully selected for its wide popular appeal, and then Mr. Curtis spared no expense to advertise it abundantly. As much as $400,000 was spent in one year in advertising only a few features—a gigantic sum in those days, approached by no other periodical. But Mr. Curtis believed in showing the advertising world that he was willing to take his own medicine. The success of the Journal began to look like an assured fact, even to the most sceptical. As a matter of fact it was only at its beginning.

So to-day there are many businesses in Canada which are only at their beginning, though already looking like substantial successes. Have those at the head of these businesses like vision and like faith in the future.

"Where there is no vision the people perish."

* * *

Getting from Under

We have suspended our advertising for the rest of this season because we are oversold, one advertiser tells MARKETING. Yet he is carrying on an aggressive campaign through his sales force to stimulate confidence among his retailers.

The retailer is stuck with the goods. The public won't buy. And the manufacturer withdraws his advertising because HE is oversold.

Retailers need something more than encouraging words and good advice. If they are not buying, they are unquestionably concerned about selling. If the bottom seems to be falling out of their market the sales-support of advertising will prove a veritable life-belt to them.

What are they likely to think of the manufacturers who get from under, leaving them holding the bag? Now more than ever is the time advertising is needed to dispel the clouds of hesitancy which are worrying them. When buyers are needed is no time to turn off the power that produces them.

* * *

Salesmanship is the power to persuade people to purchase at a profit that which is for sale. It is the power to make the other fellow think the way you want him to think on your proposition. What are you doing to develop more of that kind of power?

* * *

Thank You!

This issue completes another volume of MARKETING, totalling 800 pages published during the past year. Two years ago it was 331 pages, last year 498 pages. Next year will exceed 1,200 pages.

For this growth we thank our subscribers, steadily growing in number. Their appreciation has made it possible and their reward will come in a bigger and much better magazine during 1921.

Thanks are due our advertisers also. Their patronage has made possible the twice a month issues, permitting two magazines a month, each as big as the monthly issue a year ago.

Our accomplishments have been modest, thus far. But we have many ambitious plans, some of which we hope to realize within the next year. Your encouragement has opened up bigger opportunities to serve you, and no effort will be spared to realize them.

HOW MAIL-ORDER ADVERTISER GETS NAMES

Essentials of good prospect lists. How they are secured. From an address before the Direct Mail Advertising Convention by R. P. Rope, of the Larkin Co., Buffalo.

THERE are two things essential in a good list. First, accuracy —names and addresses must both be correct to insure delivery of your message. If surnames are misspelled or if initials or given names are wrong you can hardly blame the Postmaster for returning your literature.

If a town has "city" or "village" delivery, street addresses are necessary. Likewise in the case of R.F.D. names the number of the rural route should be specified wherever possible, or at least the letters "R.R." should be made a part of the address for every name on a rural route.

This year, in addition to mailing millions of pieces to its customers' and inquirers' lists, Larkin Co. has mailed several million pieces to "never-sold" names on which returned mail was well under 4%; and this percentage would have been very materially smaller had we not included a considerable number of large places to which we mailed to names selected from City Directories.

The second essential of a good list is fertility. It must cover only actual *prospects*, that is, people who can reasonably be expected to have a real use for your goods. Doubtless much more money is wasted through mailing to people who could in no way be interested in the proposition offered than through inaccuracy in names and addresses. I am firmly convinced that the loss sustained annually from this cause alone runs into many millions of dollars. Possibly it is as great or greater than that caused by poor literature.

No Direct Mail Advertiser would *deliberately* plan a mailing to people that he knew could have no use for his merchandise and yet millions of pieces are sent out every year without the mailing list being carefully scanned by a competent person from this very standpoint. Why are the waste baskets of offices and homes all over the country filled with letters and circulars that have not been read? It is not *only* because the literature was badly planned or poorly executed or printed on poor paper, although we all know there is a plenty of that kind put out, but because the addressee neither desired nor needed the goods offered.

In *all* cases, whether of general merchandise appealing to housewives or heads of families generally or of a specialty with a distinct "class" appeal too much care cannot be exercised to see that the mailing list covers only really *possible*, one might almost say *probable*, buyers and but one name to a family.

How to Get Good Lists

How to *get* good lists is a question almost as broad as the field of sales endeavor itself. If an individual were to ask me that question my immediate come-back would be, "What is your proposition, what are you trying to sell, what territory can you cover, is your business already established or just starting?" and a few other items. The question can be answered in the abstract only in a general way.

There are almost unlimited sources of mailing lists—some good, many bad. Classified lists of endless variety may be obtained from a score of large list dealers who will sell you anything from a list of barbers to a list of multi-millionaires. There are many concerns who specialize on one particular class of names, such as automobile owners, farmers, school teachers or brides, actual or to be, and so on.

Then there are addressing houses who not only supply the names but who will also address your envelopes and, if you wish, enclose your literature and make the mailing for you. Some of these various classes of dealers will refund outgoing and return postage on returned mail from their lists, over and above a given per cent. I hardly think it wise to deal with any concern which does not guarantee such a refund nor one which is not financially able and morally willing to carry it out.

There are brokers who buy and sell or rent original letters which are answers to the ads of established mail order advertisers (take note, however, that Larkin Co., and, I believe, most of the larger houses do not sell their letters nor names). Then there are many smaller dealers who sell all sorts of local lists and last but not least, so far as their number is concerned, are the individuals who compile names from the tax or voting lists in Town and County Clerks' offices or who have a small list of local names of one sort or another.

Then we occasionally receive offers of very good lists from some large advertiser who will sell a special list he has prepared or purchased after he has used it himself. For instance, a few years ago we bought from one of the largest Infants' Food manufacturers 50,000 names of mothers having young babies—and a very good list it was.

Cost of Made-up Lists

The cost of names from these different sources varies from $1 to $100 per M, the latter figure of course, being very exceptional. For ordinary purposes names may be obtained for from $3 to $10 per M, to which must be added your own cost of letter writing, postage, labor and overhead in getting the names. Our purchased names cost us about $1 per M, on the averaeg, plus about $3 per M for our own office expense.

Many very good lists can be procured cheaply. For example: membership lists of various organizations; school teachers' names from county superintendents of public instruction; tax payers' and voters' lists from county clerks; city and telephone directories, etc.

Each advertiser must select his own mailing-list according to his own proposition. If the business handles general merchandise or products used in the home or a general line of wearing apparel, a list of housewives is required to assure reaching the most interested person in the family and avoid duplication If the business handles a specialty the list must be selected accordingly.

In some cases, perhaps, the advertiser must use the magazines in order to get a clean list of prospects, leaving to direct-by-mail advertising the job of caring for his follow-ups. A piano house might be considered such a one, since a list of heads of families would include those who already had a satisfactory instrument, those who had no desire for one or no one in the family to play it and those who couldn't afford it. In such cases the properly constructed magazine ad weeds out at least the greater part of the non-prospects which would be found in the list.

A new business just starting would quite likely want to accumulate a list of inquirers through magainze ad-

Valuable Information

A folder will be off the press shortly, containing a mass of information of the utmost value to the busy Sales and Advertising Manager and Agency Executive now planning 1921 schedules.

It aims to present in a concise manner the undoubted claim of

The
Ottawa Farm Journal

for consideration in every campaign covering the progressive agriculturists of the Great Central Dairy Belt.

The greatest care has been taken to make its contents reliable and the statistics and information contained are from authentic sources.

A copy should be on every Advertising Desk.

One is yours for the asking!

THE OTTAWA FARM JOURNAL
OTTAWA, CANADA

BRANCHES:—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
143 Transportation Building

LONDON, ENG.
Robert Houston,
Effingham House,
Arundel St. Strand, W.C. 2

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—Fifth Avenue Bldg
CHICAGO—Peoples Gas Building
BOSTON—Old South Building

vertising. Perhaps at the same time it would also be mailing to a list of prospects, in which event the magazine advertising would act as a support.

While magazine advertising is being mentioned perhaps some of you will be interested to know that one of the large mail-order houses has done no magazine advertising for about five years, depending entirely upon its mailings during that time. However, I understand they are starting another magazine campaign this Fall.

Getting New Names

This same house has been in the habit of purchasing heavily from brokers letters addressed to other mail-order concerns. They also have relied extensively on their own customers to supply names of prospects. At one time they offered a beautiful picture by Howard Chandler Christy in four colors on coated paper for 20 names of likely customers. This produced about half a million names. In fact, their list a little later on grew so large they employed a Government Census expert to go over it and weed out territory where it was thought the percentage of names to population was too large. They felt they could reasonably reduce the circulation of their catalog in such territory without loss of business.

The methods employed by Larkin Co. in obtaining names of "Never-Solds," aside from our magazine advertising and space on our Order Blank for three names to be suggested by the customer, are, I believe, unique. I have already stated that we mail to millions of such names each year. We keep a record of sales for every post-office town in the U.S. When sales seem to need stimulation at a given point we get a mailing list (if we haven't one already) of the heads of families (housewives) in that town and on its R.D's.

We believe in being thorough so we aim to have such a list cover *all* of the families (excepting merchants) using that particular post-office. We stress particularly the need for accuracy in names and addresses and that only *one* name must be given from a household. We obtain these names quite largely from our local customers.

A list is good as long as it yields results commensurate with the cost of its care and mailing. To keep these costs down the accuracy of the list must be maintained; that is, the dead wood that accumulates must be lopped off. People die and move away causing the return of matter addressed to them. The new Postal Law, adopted nearly a year ago,

Tried by Jury

Verdict: "Different—and Best"

The great jury of readers who have tried this paper declare that it is different from all others and the best practical farm journal. The following is one from hundreds of similar testimonials:

Welwyn, Sask., Nov. 5th, 1920

The Nor'-West Farmer,
Winnipeg

Dear Editor:

Enclosed find postal note for your paper for three years. We have been receiving it for some time until July or thereabouts. At first I passed it on to a neighbor who did not get a farm journal, and later I began to look it over and to look forward to its coming. We get two other farm journals, but they are not like The Nor'-West Farmer. One runs to politics and the other to machinery, both good in their way, but do not fill the many needs of the farm like yours. I am leaving the farm in the spring and I am having you send the paper to my son's address. Wishing you every success, I am,

Yours truly

(Sgd.) Margaret Traquair

"Published to Promote Good Farming"

Ask any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

Member A.B.C.

WINNIPEG, CANADA

Toronto	Montreal	Eastern United States Office
J. B. RATHBONE	J. B. RATHBONE	WALLACE C. RICHARDSON, Inc.
95 King St. East	413 Transportation Bldg.	95 Madison Ave., New York, N.Y.

DOMINANCE in reader interest as it affects advertising

The paper with dominant reader interest is naturally the dominant advertising medium. In Western Canada the Grain Growers' Guide dominates because:—

1st. It gives more reading matter than any other paper.

2nd. It handles subjects of widespread interest to Western Farmers that are not touched by any other farm paper.

3rd. The Guide was established for, and is absolutely owned and controlled by the organized farmers. It is distinctly their own paper.

4th. The Guide employes a larger permanent editorial staff, and has more contributing editors than any other farm paper in its field.

A tabulation of reading matter service given by Western farm papers for the first eleven months of 1920 shows:—

Paper	Of General Interest	Of Interest to Men	Of Interest to Women	Financial	Illustrations
GUIDE	52,930	32,165½	14,764½	2,796	9,750½
2nd paper	28,925½	20,766½	8,159	551	4,054
3rd paper	44,356½	32,984½	11,372	101	2,999½

Above figures are column inches carried during eleven month period.

When the progressive farmers of Western Canada—the Organized Farmers—own a publication they naturally support it with their own goodwill and interest. These farmers then give you their best attention when you talk to them through the Grain Growers' Guide.

DOMINATE WITH YOUR ADVERTISING IN THE DOMINANT FARM PAPER

The
Grain Growers' Guide
WINNIPEG, MAN.

Offices also at
53 Yonge St., TORONTO
1478 Broadway, NEW YORK

Members
A. B. C.
C. N. N. and P. A.

which provides for the forwarding of third class mail where addressee's new address is known, if the sender guarantees forwarding postage, helps some—but even so, constant care is needed.

If mailings are made frequently enough, checking up the returned mail will keep the list clean, otherwise revision by Postmaster is desirable. This frequently accomplishes not only the cancellation of deceased, removed and unknown names but also corrections in names and addresses where the intent is clear.

How Long are Names Good?

We do not mail a town list of "never-solds" that is more than 6 months old without having it revised by Postmasters except in the very few instances where our request is refused; in which event we are more than usually careful in scanning the returned mail, to see that each piece is properly marked with the reason for non-delivery.

Where a list of inquirers is mailed from season to season or more frequently there should be but a slight variation in the percentage of returns from mailing to mailing.

For instance: our Better Homes Dept. which sells on a special time payment plan, allowing customer 12 years to pay, finds in the case of its Musical Instrument inquirers' list that mailings when the list is one year old produces about 3% sales; when two and three years old resulting sales are about the same, 3%; thereafter cutting down to about 1%.

Of course, eventually such a list will become worked out but in the experience of other houses I know of as well as our own, such a list is good for several years. I know of another specific case where the inquiry list was still producing on a paying basis when five to six years old. Provided the list is kept revised to date, a very sudden drop in returns, at least in the early life of such a list, would be more apt to indicate an unfortunate make-up of the mailing rather than the sudden death of the list itself. In such an event I would experiment with an entirely new angle of copy and if not too difficult, arrange for a few personal calls on names on the list to demonstrate the existing facts.

Some of the large mail-order houses mail a flyer, as they call it, each season to their customers and inquirers offering short stocks or other merchandise at special prices. One of them terms this a "Friend Making Sale" and gets up the book especially with the idea of interesting customers that otherwise would be apt

"No Nation Can Rise Above The Level of Its Home Life"

RAISE the standard of living in the home and the standard of the nation rises with it.

Canada was one of the first countries to respond to the new world-wide movement to beautify the home. And there are no people who are in a better position to appreciate the best and truest ... in Canada.

Give Furniture— the *Ideal* Christmas Gift

Furniture is the ideal Christmas gift. It is appropriate. It is useful. It is decorative. It is lasting. It ... happiness with it.

PERHAPS Mother has long ... wishing for a beautiful ... or fashionable ... Why ...

How The Browns Stopped Drifting Drearily Along

FOR several years the Browns had been promising themselves to refurnish their home.

But one year follow... ther, and they co... ift alone with... ...ing

Are You Enjoying All The Influences Of Good Furniture?

PERHAPS you ... with the ... furnished? ... Perh... all th... nal...

"Household Effects $500.00" A True Story By A. L. Wood

RECENTLY a former ... casually leaving an ... with the ... Bureau ... Furniture ... Household ... Service.

Perhaps his death so frequently ... that his going ... event to any ... But, to those ... and companionship ... home, it was an ... to have ... ...

"Better Furnished Homes Mean Greater Happiness"

Beautiful furniture ... transforms an ordinary, ... dwelling into a real home, ... a pleasure in which to live.

It lends an atmosphere of cheerfulness and brightness to every room. It delights the eye. It gives comfort and rest to the body. It brings contentment to the mind and has a refining influence on character. It gladdens the heart. It is the pride of the owner.

A beautiful library table or a luxurious chair costs no more than a tailor-made suit. A Chesterfield no more than a set of furs. Three or four suites of elegant furniture are obtainable for the price of an ordinary motor car. Other things last but a few months or a few brief years, whereas good furniture lasts more than a life-time.

During the last decade there has been a wonderful change and improvement in the appearance of furniture.

Modern furniture designers have received their inspirations from the "Period Designs" of the old masters, but have not copied their work, because some of the old masterpieces were either too frail or too cumbersome for utility.

Modern Designs for Average Homes

While the average family might not care to furnish their homes with the original work of the old masters, the modern reproductions and adaptations of them, as produced by Canadian furniture craftsmen, ideally meet the present-day demands for furniture that combines art and beauty with comfort and utility.

Modern Canadian furniture is noted for the excellence and soundness of its construction as well as its artistic appearance. There are no more skilled craftsmen operating wood-working machines, no more dextrous carvers of patterns that enrich the furniture, no finer cabinet makers, no more careful polishers, stainers and finishers, no better upholsterers, than are working to-day in Canadian furniture factories.

Moderately Priced Suites and Pieces

And this beautiful, modern, well-made Canadian furniture is obtained in moderately priced suite and individual pieces, as well as in the more elaborate and expensive suites.

From the cradle to old age, from the cottage to the mansion, there is Canadian made furniture suitable for every purpose and every pocket-book.

The individual earnings of Canadians are greater than those of almost any other race. We are living in prosperous times, and in a country with a glorious future. The new era commencing with the close of the war is proving to be the most progressive and prosperous in the history of the Dominion, and Canadians can well afford to brighten up their homes with better furniture.

HOME IS WHAT WE MAKE IT

CAN make it attractive or ... attractive— ... ortable or uncomfortable— ... be proud of or one that ... about. ... upon how it is fur... ...e attractive with ... and appropriate ... re to live in it. ... given to the ... ers so that ... secured, the ... body and ...

...OME ...HINGS ...EAU ...ition Bldg. ...Canada

Make Your Home Worthy of ... ...cumstances

...ilt like a new ... of 3 rooms, ... rumble ...

"No Nation Can Rise Above The Level of Its Home Life"

RAISE the standard of living in the home and the standard of the nation rises with it.

Canada was one of the first countries to respond to the new world-wide movement to beautify the home. And there are no people who are in a better position to appreciate the best and truest ... in Canada.

To procure furniture that will elevate and make the home a home of which you can be justly proud does not call for extravagance. Good taste is more necessary than a large expenditure of money.

There are beautiful suites and individual pieces of furniture obtainable at moderate cost, which are true works of art, many of them being correct adaptations of the designs that created the "Period ...

Let The Homes of Canada Reflect The Nation's Prosperity

CANADIANS have every reason to feel optimistic, courageous and self-reliant to-day—to look to the future with calmness, optimism and confidence—to work energetically, to live happily and to enjoy the refinements, comforts and home-life of a well educated, progressive and prosperous nation.

As a Toronto "Globe" editorial so truly stated:—

"In the topsy-turvey world of to-day, few nations have a better outlook than Canada, the well-being of which is based firmly upon the fertility of her boundless fields."

Greater Interest in Home Improvement

One of the most impressive evidences of the progressive and prosperous condition of the Canadian nation is the great interest that is developing in the beautifying and improving of our homes. More care and more thought are being given to the furnishings. Greater consideration is shown for beauty and harmony. An atmosphere of cheerfulness, brightness and attractiveness is being carried throughout the home.

It is really surprising how readily an ordinary, uninteresting house can be transformed into a real home, in which it is a pleasure to live, by the magic of beautiful, yet not necessarily expensive, furniture.

And in view of the solid, prosperous condition of the country, and the outlook for a promising future, Canadians should feel encouraged to proceed with the beautifying and improving of their homes with better furnishings.

Nothing that you can buy will give you and your family so many years of happiness, comfort and solid satisfaction as beautiful furniture.

The Influence of Furniture in the Home

Beautiful furniture brings an atmosphere of cheerfulness and brightness into every room. It delights the eye. It gives comfort and rest to the body. It brings contentment to the mind and has a refining influence on character. It gladdens the heart. It is the pride of the owner.

"Better Furnished Homes Mean Greater Happiness"

This announcement is inserted by

THE HOME FURNISHINGS BUREAU

Bank of Hamilton Building Toronto, Canada

NOTE—The Home Furnishings Bureau does not sell furniture or goods of any kind. Its object is to promote a greater interest in the furnishings of Canadian homes. Your local dealer will be pleased to give you any information you desire about suitable furniture for your home.

An Advertising Agency is judged by the advertisements it prepares for its clients.

The Home Furnishings Bureau is a client of

THE JAMES FISHER COMPANY, Limited

384 Yonge Street

TORONTO

Service with Sincerity

not to purchase and so be dropped from the mailing list.

As a final word to the man responsible for the mailing list, I urge him to see that his lists are accurate—up to the minute for correctness of names and addresses; and appropriate—containing only the names of reasonably sure *actual* prospects for his particular merchandise—and covering only one name to a family; if over 6 months old at the time of mailing have them revised to date—and then watch out that the Copy Dept. produces the kind of approach and follow-up that will bring home the bacon.

* * *

Advertising Stablizes Prices

I might further add that I believe than any wave of competitive price-cutting can be so stemmed, through proper use of farm papers, that goods can be sold at a reasonable profit, even after the advertising expense has been added. As an example of this, I might cite that during one year of my experience with the Kemp & Burpee Manufacturing Company, two competitors, both very much larger than ourselves, entered into a price war on manure spreaders, during which time machines were sold at a loss and at fifteen to twenty dollars under our price. We met this situation by maintaining our price, which was a reasonable one, and doubling our advertising appropriation. While we suffered some little loss in trade during the particular time the fight was on, we still were able to continue business at a profit. Following this fight, when the concerns in question put their machines back upon a fair-price basis, our trade nearly doubled.

I do not believe that there is any institution in the implement business that is making a meritorious article and has manufacturing facilities to produce it upon a reasonably competitive basis, that cannot, through the proper use of the agricultural press, make reasonable profits.—F. R. Todd, Vice-President John Deere & Co.

* * *

The advertising of the Shinn Mfg. Co., of Canada, manufacturers of lightning rods, is now being placed by the James Fisher Co.

* * *

McConnell & Fergusson, Toronto, have secured the advertising account of R. A. Lister & Co., gas engines and cream separators.

* * *

The Shale Brick Co., of Canada, Ltd., Toronto, has begun advertising. R. C. Smith & Sons agency is handling it.

* * *

Smith, Denne & Moore (Montreal office), is placing some advertising for "Onoto" Ink Pencil.

* * *

Norris Patterson, Toronto, are placing some advertising for the Wade Portable Gasoline Drag Saw, made by R. M. Wade & Co., Portland, Ore.

GETTING the Cooperation of Retailers

When a publisher offers merchandising cooperation which brings advertisers into his office to find out how they can get the advantage of it—

You'll say that's unusual.

But the merchandising cooperation offered by

The United Farmers' Guide

is unusual. No other publication has ever offered anything approaching it. Indeed it is possible only when *both* publication and stores are OWNED by the consumer.

Ask us for particulars. They may show you a way to get your goods moving in good volume in the rich Maritime's market.

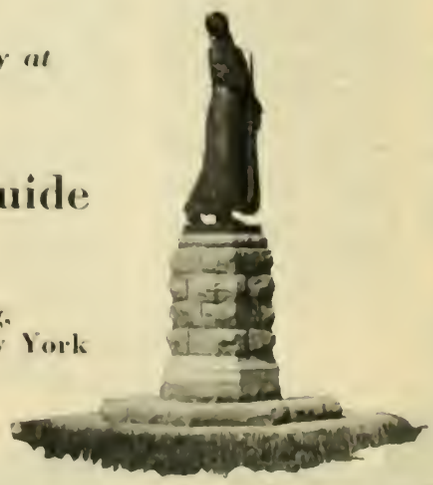
***The United Farmers' Guide* has the largest farm journal circulation published in the Maritimes 25,000 guaranteed January 1921.**

Published Every Wednesday at Moncton, N.B.

The United Farmers' Guide

Branch offices at
53 Yonge St., Toronto,
290 Vanghan St., Winnipeg,
1478 Broadway, New York

Successful Applicants A.B.C.



"In the Land of Evangeline"

Christmas 1920

To Greet You Heartily!

Due, in no small measure, to the continued and loyal support of advertisers.

The Ottawa Daily Newspapers

anticipate, with confidence, another year of service in 1921.

Prosperity smiles on every corner of the Capital---Industrial disputes are practically unkown. All factories are running at full blast, some of the largest in 3 eight hour shifts.

The stable Civil Service population acts as a splendid steadying influence to the retail trade of the City, and Christmas Trade indications are very favorable.

That the Festive Season may be a real joyous one for our Advertising and Agency Friends everywhere is the sincere wish of the

Ottawa Dailies

The Morning Journal
The Evening Journal

The Morning Citizen
The Evening Citizen

EGERTON RYERSON — ITS FOUNDER

Did You See--

what this journal, *Marketing*, said in October 15th issue about *us* in our new dress ?

Here are a few bits selected from other complimentary comment:

The

Christian Guardian *is*

"—most attractive."

"—in every respect equal to the standard magazines."

"—of outstanding merit among Canadian periodicals."

"—an undoubted influence in Canadian affairs."

"—its articles frequently provoke general newspaper comment."

Say, Folks—

what more do you want as an advertising medium ?

Our new colored covers are said to be splendid "pullers."

Lets talk to you—by mouth, by letter, or by wire—about them.

The

Christian Guardian

299 Queen St. West

TORONTO

MENTAL HAZARDS

MANY of our present difficulties can be greatly aggravated by our state of mind. It is no time to talk, or think, about quitting, or about conditions being impossible. It is a time to adjust our minds, and our methods, to conditions as we find them.

"The bogies which some profess to see on the path ahead will prove nothing more than mere shadows to the fellow who has the nerve to keep in the middle of the road and push straight ahead" says the writer of the prize-winning article in a recent competition among the employees of the Winnipeg *Free Press*.

"Wheat is the gold standard of Western Canada. On the extent of the production of wheat in these western provinces depends the prosperity of the country, both rural and urban. If there is a good crop of wheat, everybody knows that nothing serious can happen to the financial, commercial, industrial and agricultural structure reared in this western country with the products of the rich, warm, fertile soil of the plains. Wheat is better than gold. Not only does it provide food for man and beast, but it is a staple commodity of trade in the markets of the world. It is one of the fundamentals of society; where there is no wheat there is no stability. Gold or silver or bank notes or bonds cannot take its place.

"A city or a nation founded on a foundation of wheat is like the city of old that was founded on a rock. It can weather the storms. All down history the wheat-producing lands of the world have been looked upon with envy; wars have raged around their possession.

"Western Canada has produced an abundance of wheat and of other grains in 1920. Long trains of freight cars carry it across the country; it fills the storehouses; great terminal elevators work night and day to handle the inpouring of golden grain. For weeks it has converged on Winnipeg at the rate of a thousand cars a day. The time has arrived when experts know pretty well how much grain the three prairie provinces have produced in 1920. Here is an estimate that is regarded as close to the actuality of the situation: Wheat, 240,000,000 bushels; oats, 350,000,000 bushels; barley, 50,000,000 bushels; flax, 7,000,000; rye, 9,000,000.

VOLUME ADVERTISING IN CANADIAN MAGAZINES FOR NOVEMBER

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. of Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.	Comparative Total Lines Commercial Adv.	Lines Adv. Proprietary Remedies	Total Number Pages Adv.
	NOVEMBER 1920					NOVEMBER 1919		
Macleans Magazine	2	700	57,196	1,445	83¾	41,195	777	60
Canadian Home Journal	1	800	30,565	816	39¼	29,632	623	38
Western Home Monthly	1	720	29,131	1,073	42	23,589	1,500	35
Everywoman's World	1	800	27,674	1,711	36¾	25,593	1,593	34
Christian Guardian	4	700	20,933	336	30¼	not checked		
Canadian Magazine	1	224	13,457	1,295	66	15,608	994	74
World Wide	4	636	9,053	....	14¼	6,087	....	10

VOLUME ADVERTISING IN CANADIAN FARM PAPERS FOR NOVEMBER

(Exclusive of publisher's own advertising. Figures compiled by Marketing.)

Publication	No. Issues	Agate Lines to Page	Comparative Total Lines Commercial Adv.	Live Stock Advertising	Proprietary Remedies	Grand Total	Grand Total
	NOVEMBER 1920						NOV. 1919
Grain Growers Guide	4	720	58,841	2,682	774	62,290	85,147
Nor'West Farmer	2	720	43,559	5,020	849	49,437	61,811
Farmers Advocate (London)	4	720	41,978	12,476	308	54,462	59,222
Farmers Advocate (Winnipeg)	4	720	41,176	3,677	621	45,477	69,678
Farm & Ranch Review	2	720	34,042	3,519	781	38,345	47,917
Canadian Countryman	4	700	31,878	5,394	441	37,716	** 56,719
Farmers' Magazine	2	700	29,403	2,812	71	32,286	40,381
Canadian Farmer*	4	700	22,411	6,420	1,014	21,854	30,865
Maritime Farmer	2	672	20,989	1,370	1,241	23,620	26,384
United Farmers' Guide	4	720	20,535	1,625		22,160	not issued
Farm & Dairy	4	700	17,437	5,203	344	22,984	33,836
Family Herald & Weekly Star (Western)	4	940	77,019	217	5,207	82,473	not checked
Family Herald & Weekly Star (Eastern)	4	940	76,069	317	5,133	81,549	99,289
Ottawa Farm Journal	9	2,432	57,293	4,505	6,856	68,654	x 67,522
Farm & Home	4	1,025	55,436	3,561	2,204	61,201	17,013
Farmers' Sun	8	2,100	40,620	3,290	2,505	46,415	36,207
Free Press Prairie Farmer	4	1,180	38,411	522	10,148	49,081	51,282
Montreal Weekly Witness	5	2,100	13,851		5,764	19,618	xx 18,352
B.C. United Farmer	2	840	12,764	198	268	13,230	8,088

*Formerly Canadian Farm with a page size of 792 lines.
** 5 issues x 8 issues. xx 4 issues.

"Attention has been centred on the wheat crop during the last few weeks because of a decline in prices. This is most interesting because the price of wheat is a vital factor in the life of the community. As wheat is the standard of value it cannot lose its intrinsic worth. Therefore its purchasing power of other commodities must remain at par. That is why a country where wheat is the standard is in a better position at all times than nations which calculate their wealth in other commodities. The real wealth of a nation consists in the conversion of its natural resources into marketable products. Western Canada is producing this kind of wealth. She has produced more of it in 1920 than for a number of years, and because she has done this, there is not much danger of this part of the country getting into serious trouble.

"It is encouraging to view the situation in its proper light at a time when there is talk in parts of the world of industrial depression and panic. Because the foundation is secure, it is plain that these can be avoided in Winnipeg and Western Canada by courage, clear thinking, legitimate business methods, and industry on the part of all the people to the greatest extent possible. It is not necessary in Western Canada to whistle to keep up one's courage."

The Border Cities, (Windsor, Walkerville, Sandwich and Ford), have increased their population by 10,000 during the past year, according to an annual census of the district recently completed. The population of the district is now 60,000.

New members of the Association of Canadian Advertisers since the list published in October 15th MARKETING are: Sun Life Insurance Company, Montreal; T. Eaton Co. Ltd., Toronto; Manufacturers' Life Insurance Co., Toronto; and the Mutual Life Assurance Co., of Waterloo, Ont.

Could Not Control Prices

The idea that "newspaper talk" has been largely responsible for the slump in prices is not supported by Sir Vincent Meredith, President of the Bank of Montreal. "Following a period of excessive prices and deflated currencies, characteristic of war times," he said at the bank's annual meeting on December 6th, "the country is now in the midst of a process of readjustment.

"It has been difficult to make producers, merchants and others carrying heavy stocks, who have grown accustomed to high prices, accept the inevitable by recognizing the fact that it is futile to attempt to overcome natural laws, and to realize that economic conditions, *which no artificial means can alter*, alone are the cause of price decline. Canada alone cannot control the world-wide conditions, and it is idle to turn to the Government for relief from falling prices.

"A lower price level must be reached before we can reasonably look for a resumption of business activity on a sound basis. To arrive at this stage inventories must be reduced and deficiencies made good by drawing upon the excessive profits of previous years."

IF EVER SANE AGGRESSIVE advertising were needed it is now. A transition from the abnormal to the normal has given to the industrial and commercial situation a fresh complexion. The new order reverts to the old. The former relation between buyer and seller is restored. Competition and calculated preference have taken the place of allotments and indiscriminate and wholesale buying. The manufacturer must henceforth bid for business on the basis of quality and service.

THE TIME HAS ARRIVED not for less advertising, but for more advertising; not for less salesmanship, but for more salesmanship; not for a policy of waiting for something to turn up, but for a policy of well-directed effort that will turn up something. Demand will respond only to sound, constructive and informative publicity. And in this work the manufacturer is likely to find our lengthy and diversified experience highly valuable for the practical, economical and resultful coöperation which it ensures.

"It's all in the Service"

NORRIS-PATTERSON
LIMITED
ADVERTISING

TORONTO MONTREAL

Members of the Audit Bureau of Circulations

Our Calendar

A limited supply is now ready for distribution to business houses requesting us to send one. Size is 21 x 27, as shown below.

West Toronto Printing House

HENDERSON & GALBRAITH, Props.
1945 ST CLAIR AVE. TORONTO

In the "City Class"

Oshawa lacks only incorporation to make it a city. Population, 12,246; including immediate suburbs 13,500.

The Ontario Reformer

Goes into four-fifths of the homes, also covers surrounding districts.

Every Other Day

Tuesday, Thursday and Saturday

Include The Reformer and The Owen Sound Sun-Times on your daily list

Hutchinson Comes to Toronto

M. J. Hutchinson, business manager of the Edmonton *Bulletin* has been appointed manager of the Canadian National Newspaper and Periodical Association. Mr. Hutchinson is an experienced newspaper man and is familiar with both the advertising and editorial end of the work. As well he has had some experience in the magazine field. He has been in newspaper and magazine work for over 15 years.

Mr. Hutchinson started on the Peterboro *Examiner*. Later he joined the staff of the McLean Publishing Company then went to the Acton Publishing Company. For the past eight years he has been with the dailies. For three years he was with the Regina *Leader*, as advertising manager and during the past five years has been with the Edmonton *Bulletin* as business manager.

For some time past Mr. Hutchinson has been associate secretary of the Edmonton Board of Trade.

❦ ❦ ❦

"*The Canadian Opinion*," a new weekly magazine issued its first number on December 4. It contains reviews of current news, a page of news photos and some cartoons. The publishers are conducting a contest to run through the first eight numbers of the magazine for which a total of $1000 in cash prizes is offered. The "*Canadian Opinion*" sells for 5c.

❦ ❦ ❦

W. S. Fallis, recently managing director of the Sherwin Williams Co. of Canada, has been elected Vice-President of the Company.

❦ ❦ ❦

The Montreal members of the Association of Canadian Advertisers were taken on a trip around the Montreal harbor as guests of the Harbor Commissioners of Montreal, on November 23rd. The meeting was a most successful one, the members learning much of the development work being carried on to facilitate the handling of imports and exports of their goods.

❦ ❦ ❦

The Toronto members of the Association of Canadian Advertisers met at the Mossop Hotel on November 25th, at which an address on "How the Advertising Department can back up the Salesmen" was delivered by W. R. Paterson of the Office Specialty Mfg. Co. There was a full turnout of Toronto members, in addition to some prospective members, twenty-six being present.

❦ ❦ ❦

"*The Leather Worker*" is the latest addition to Canada's trade publications. It is to be published by E. J. Holliday, also publisher of *Canadian Milling & Grain Journal*, Montreal, and will be devoted to the interests of superintendents, foremen and buyers in tanneries, shoe factories, glove and leather working factories in Canada. The new publication will have a novel cover, printed in brown to imitate leather, the grain showing prominently. There is, at present, no other publication in Canada for leather-working factories, though they are among the country's basic industries.

Mr. Holliday was for several years Eastern manager for Hugh C. Maclean Ltd., Toronto.

❦ ❦ ❦

The Quebec Optometrist Society is putting on a campaign in Quebec similar to that recently run by the Ontario Optometrist Society, urging better care of the eyes. Much of the copy is in French. Smith, Denne & Moore are handling the account.

❦ ❦ ❦

J. A. Holland has joined the staff of the Montreal office of Smith, Denne & Moore, Ltd. Mr. Holland served overseas for four years and since the conclusion of the war has been doing advertising work in England.

❦ ❦ ❦

Mr. W. J. Doherty,

financial advertising expert, formerly with Graham, Sanson & Co., Toronto, who has become associated with the Toronto office of the McConnell & Fergusson advertising agency.

❦ ❦ ❦

The Victorian Order of Nurses has published a warning to advertisers in connection with a magazine entitled "V.O.N." for which advertising has recently been solicited in Toronto. Advertisers have been given the impression that the publication was for the benefit of the Victorian Order of Nurses, but it is stated that no one has been authorized by the Toronto Executive to solicit funds in this way, and not a single dollar has been received by the Treasurer from this source.

Propositions of this kind are constantly being promoted, ostensibly in the interests of various charitable, soldier, labor and other organizations, and the bona fides of the promoters are seldom questioned. Under these circumstances it is not surprising that many frauds are perpetrated.

Still Another Daily Gone

To the many changes in Canadian newspapers forced by the trying conditions of the past year, the latest addition is the Moose Jaw, Sask. *Daily News*, which with December 6th was absorbed by the *Evening Times*.

The *News* has been published as an evening paper and was established in 1907. It had a circulation of over 6,000. Its absorption by the *Times* adds Moose Jaw to the list of one-paper cities.

J. C. Acker, for the past five years in the sales and advertising department of the Pyrene Manufacturing Company, New York, has taken charge of the copy and production departments of the Hamilton Advertisers' Agency. He is a graduate of Columbia University School of Journalism, with post graduate course in advertising in Columbia University, School of Business.

The Toronto Advertisers' Club held a meeting on the evening of December 2nd at the Mossop Hotel, at which instructive addresses descriptive of engraving processes were delivered by Messrs. Wadland and Perry of Grip Limited.

From a small one-storey factory to a model four-story structure occupying a whole city block—that's the growth of the Dominion Battery Company, manufacturers of "Reliable" Flashlights and Batteries as pictured and described in an announcement of their removal to a new home at Mill and Trinity Streets, Toronto.

Advertising Sells Insurance

Any idea that newspaper advertising cannot sell insurance is effectively exploded by facts given in a circular recently issued by the Sherbrooke *Record*. The district manager of the Canada Life Assurance Co. is quoted in a statement showing that as a result of two newspaper advertisements appearing in October and November, $27,106 insurance was written, with a first-year premium of $982.30 to inquiries received from the advertisements. "We find in following up the coupon inquiries," says the Canada Life representative "that the advertisement has practically sold the policy."

A Market of 100,000 People Covered by One Good Daily

In the trading zone covered by the Brantford EXPOSITOR live 100,000 people who can afford to buy, and ***do*** buy. The annual factory payroll of Brantford is more than $10,000,000 a year. The surrounding farming district is one of the best developed and richest in Canada. The EXPOSITOR dominates this district because it is alone in its field.

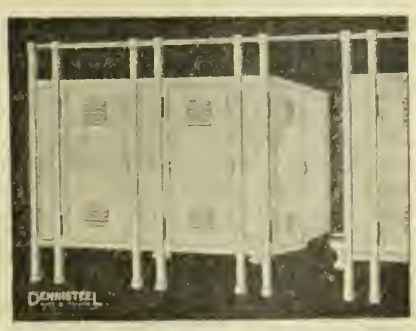
The Brantford EXPOSITOR

is read daily by almost 100 per cent of the people in this wonderful territory. They buy freely because they have the money. National advertisers take care to see that the EXPOSITOR is on their lists. They know they cannot neglect the field that it covers. No other paper will do the work of the EXPOSITOR. The only daily in its territory, it covers efficiently and economically one of the best sections of Canada.

Ask you Agency about the Brantford Expositor

A. B. C. Circulation, 10,506

The Only Daily in One of the Richest Districts in Canada



WE ALSO MAKE

Steel Lockers Cabinets, Shelving, Bins, Stools, Chairs, Shower Baths, Dressing Rooms, etc. Ornamental Iron and Bronze, Commercial Wirework of all kinds. General Builders' Ironwork.

SPECIALISTS—BOTH OF US!

You are a specialist above the rank and file of your trade. Why? Because you have concentrated your brain power. We have concentrated our institutional brains on

DENNISTEEL
Made in Canada

LAVATORY COMPARTMENTS

We are the only specialists in Canada who make this important sanitary equipment.

See that Dennisteel Lavatory Compartments are included in your next contract for a school, factory, industrial plant or public building.

They can be enamelled to harmonize with the most elaborate fixtures or decorative effects

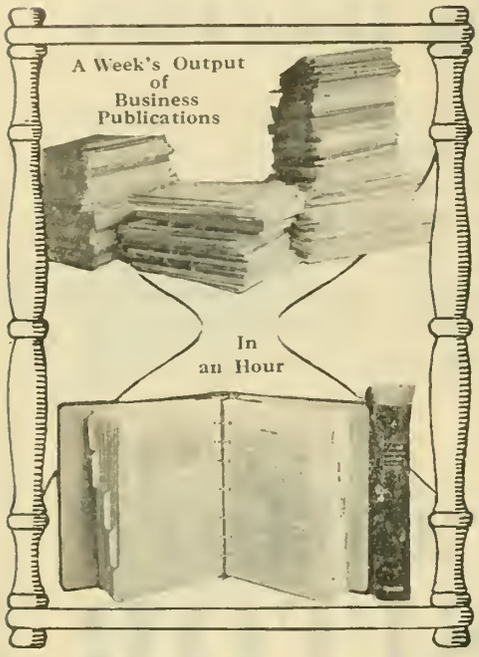
Write for Folders

Halifax
Montreal
Ottawa
Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON

Hamilton
Winnipeg
Calgary
Vancouver

Are You Missing Valuable Ideas Each Week?



Do you have time to go through the magazines that come to your desk in search of the ideas you need for your business? The ideas are there—somewhere in that pile of papers, magazines and house organs—meant for you, and worth money if you use them.

There's a 60-minute method of going through business literature each week—a trip through the land of "BUSINESS IDEAS"—and back to your desk in an hour.

The BUSINESS Information Service

Used by American Express Co., Sun Life of Canada, Merchants Bank of Canada, Montreal Gazette, George A. Touche, Riordon Pulp and Paper Co., Queens University, Dominion Canners, Laporte-Martin, Ltd., U.S. Steel Corporation, and hundreds of other progressive concerns, in every line of business.

Digests, classifies and cross indexes over four million words from seven hundred publications each week, presents its findings in compact, neat and legible form so that you can get in less than an hour the ideas that you now miss entirely—ideas from articles you hadn't time to read, from publications that you never see

How the country's leading firms and corporations are eliminating the element of chance in securing the newest business ideas, how they get these ideas in condensed, usable form, ready for adoption in each business department; how a research staff co operates with them in gathering information on special subjects—*fully explained in this 64-page book, free to Business Executives.*

PRENTICE HALL, Inc.
70 Fifth Ave., New York City, N.Y.

Canadian Office
55 St. Francis Xavier St., MONTREAL

MAIL THIS COUPON AT ONCE

6116

PRENTICE HALL, Inc.
70 Fifth Ave., New York City

Please send me, without obligation, your 64-page book "BUSINESS IDEAS," which tells clearly and exactly all about this important service.

Name .....

Position .....

Firm .....

Address .....

The Question Is: What Do Advertisers Think About It?

Editor MARKETING:

I do not know what the object can be of so persistently trying to breathe new life into the dead body of that old agitation against Advertising Agencies.

You ought to know that the Agency is a valuable convenience to every advertiser and, if there are mistakes made or wrongs done, they should be corrected. It would be a poor remedy for minor crimes to exercise capital punishment and, yet that is what some parties would consider the proper method of treating all the Agencies because some one Agency has blundered.

If you are going to publish articles of a destructive nature, you may excite comment but you are not creating a lasting interest in your publication. Constructive work is what is called for. Articles that are helpful, full of suggestion, breathing the atmosphere of success, and establishing confidence in advertising, its power and the way it is conducted, will not only be helpful to advertising as a business, but to your paper as an advertising organ.

I know you want fair play and I am submitting the enclosed article with the request that you publish it with the same prominence you have given to some of the articles to which my contribution is a defence.

Yours sincerely,

E. STERLING DEAN.

TWICE TOLD TALES

How to get lower rates for advertising by cutting the commissions to the agencies.

THE above heading epitomizes the several articles appearing in the recent issues of MARKETING. These articles reflect upon the usefulness and honesty of Advertising Agencies. The derogatory statements contained therein are merely deductions from the supposed possibility of wrong doing and cannot and are not set down as concrete facts. I have yet to hear any evidence that any Agency wilfully gives dishonest service to an advertiser or to the publisher. I do not believe any recognized Agency practises duplicity and, if such practices were to be discovered, a very prompt attempt at a clean-up would be made by the Agencies themselves. It may be that Agencies, being composed of humans, are liable to err but there are no black sheep in the flock.

It has been said Agencies will recommend a poor medium in preference to a good one if it pays a higher commission. On general principles, we should say this was not so, though there may be specific instances where a newspaper or magazine refused to pay an adequate commission and the Agency, in good conscience and in the best interests of business, declined to submit to the arbitrary treatment of some obstinate publisher, but to accuse an Agency of deliberately weakening an estimate by substituting papers merely because they paid a larger commission is beyond my belief. A list of papers submitted to a client is always talked over and discussed, medium by medium, and, by this sifting process, only such papers as seem to be fully suited come through the sieve and appear on the finished schedule.

Another complaint, seemingly a poor one coming from an advertiser, is that Agencies do not put on their estimates papers which refuse to allow commission. Let me ask any business man "Why should they?" There are less than half a dozen such papers in Canada and they are not such as necessarily, or even usually represent much, if any, value to the advertiser aside from some technical or political or personal consideration. Why should an agency sell space for a paper which says "we do not want your service?" Such a paper places itself outside agency co-operation, and for an agency to place it upon its estimates would be an impertinence. Publishers who pay commissions consider it unfair for the agency, which is supported by their commissions, to devote its capital, time and energies to getting business for publishers who will not pay their share of the cost of getting the account.

As far as the commissions are concerned, the publisher pays them and they do not interest the advertiser except as he is interested to know that they are large enough to enable the Agency to give good service.

Another point, made short-sightedly, is that Agencies are serving the advertiser and being paid by the publisher, as if that were an inconsistent situation. Not at all. The service rendered by the Agency is in the interest of the publications, just as much as the Insurance Agent represents the Insurance Company. But the Insurance Agent renders valuable *service* to the insured, and places his organization and experience at the service of his clients. He is working for the client, yes, but only in so far as it pays Insurance Companies, as well as the Agents, to render that service, thereby making insurance attractive, convenient, and a real advantage to the insured. The advertiser, who tries to get a rebate from the agent's commission on the supposition that said commission really comes out of his pocket, should be reminded that, when the insured takes a rebate from the commissions of the Insurance agents, his act is punishable according to law. This legal restriction against rebating in the Insurance business has resulted in great benefit, not only to the insured public but to the general character of the Insurance business. Competition in the publishing business, as in every other line, of industry, has made service to customers a

necessity. This service is rendered by their recognized agents.

It is not enough for publishers to solicit business merely, they must give service, and this service is more cheaply and better done by the Advertising Agency than by organizing their own staffs for this work. It takes but little imagination to realize the ponderous handicap it would be to a publisher to have to carry on all this work, in addition to the rush and concentration of publishing. The idea that by eliminating the Agency a few big advertisers could get a rebate on their advertising is not economically sound. All they would save, if such a rebate were secured, would be eaten up, and more, by the expense of duplicating in their own plant the service of the Agency, and the added cost of individual service to Advertisers rendered by the publications would make any such rebate to advertisers *impossible*.

Objection is sometimes raised, which is really no objection at all, that the technicalities of some goods advertised are not understood by an Agency and the copy written by an ignorant agency man would be ridiculous and even harmful. An advertiser should not engage ignorant Advertising Agency men, for there are many Agency men who are well educated and blessed with quite a respectable amount of intelligence. Agency copy on technical subjects is only an accessory to the service, and is only designed to form a basis of possible originality upon which the technical man can place the finished phraseology of his own. The Agency copy, would, of course, be corrected by one of the Advertiser's staff experts. As copy is intended to be read and understood by the general public anyway, the bugbear of technicality in the product is exaggerated for the copy should *not* be *technical* but simple and in the terms of thought and expression understood by the readers.

Let us admit that, in some large businesses which have their own advertising department, an Agency is not an actual *necessity*, but I venture to say that not one single Advertiser in all America would not be better off for the suggestions, and helpful co-operation of a qualified Advertising Agency. It is a noteworthy fact that the biggest and best advertisers do use Agency service, and make the Agency actually work on the case, too. The big calibre Advertising Manager, free to use his own judgment, unhampered by interference and dictation from other officers of his Company, will welcome and profit by the helpful co-operation of an Advertising Agency. Such a manager realizes that the service adds nothing to the cost and gives a greater assurance that the campaign will combine the best ideas, layouts and execution that experienced, devoted and anxious-to-help outside co-operation can furnish. Most managers realize that such campaigns really reflect credit upon themselves and strengthen their position with their Company.

The worst that could happen, if the present status of the Advertising Agency were changed, would be to have for a time the same chaos that existed before the Advertising Agency became established on its present efficient lines, but no man, agency or publisher, who had experience in advertising conditions at that time, would ever want to see it revived.

- WINNIPEG -
AND
WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL
REACHING THE GROCERY TRADE
IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

In Pace With the Times

We are the only agency in Canada that is represented each year at the annual convention of the Associated Advertising Clubs of the World.

This means something to the manufacturer who wants up-to-the-minute direction of his advertising.

Federal Advertising Agency

306-308 Dominion Savings Bldg., LONDON, CAN.

T. H. YULL, Director

Canada's Wealthiest People

live on Prince Edward Island, the most prosperous per capita in Canada. Invested $125 per family in Victory bonds, and have largest average savings bank accounts in the world. Few national advertisers neglect this attractive market for their goods, because it can be reached so economically through two daily papers, of which one is

The Charlottetown Examiner

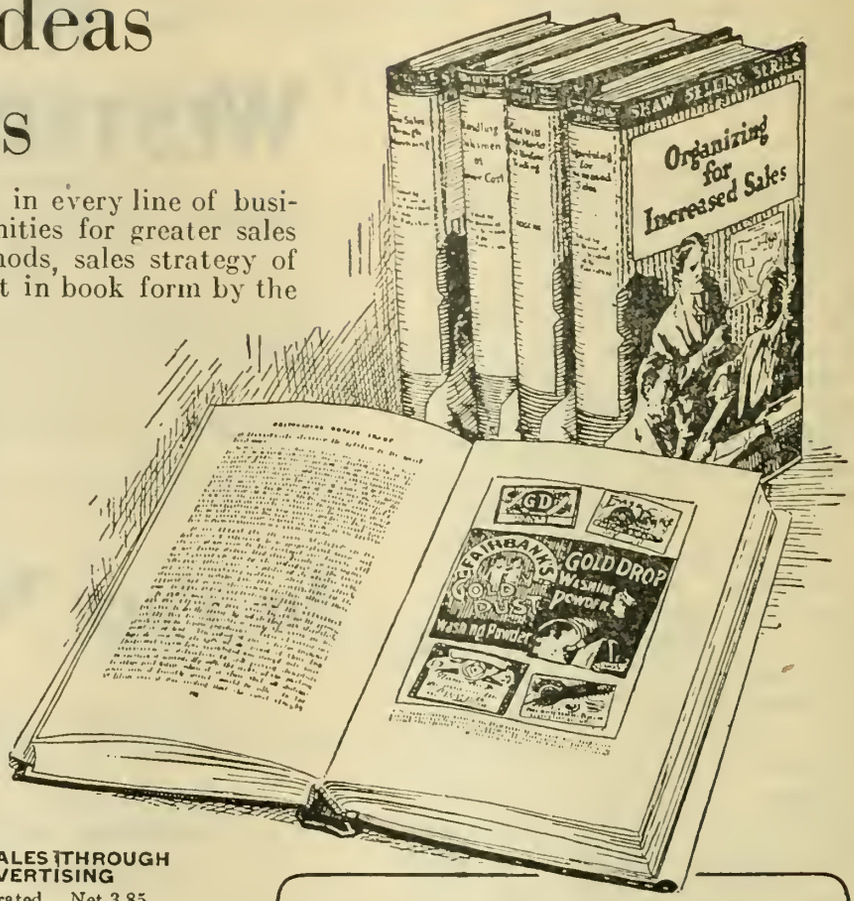
and the other is

The Charlottetown Guardian

Both published by **J. R. BURNETT** *—both used for the best results*

Best Selling Ideas of 1,529 Firms

QUICK, easy, sure ways by which men in every line of business seize to-day's unusual opportunities for greater sales and profits. The experiences, methods, sales strategy of 1,529 concerns tested and classified and put in book form by the System organization.



IN this new series of books the Shaw Bureau of Business Standards presents in detailed manner, freely illustrated, the actual selling experience, —methods and policies which have demonstrated their worth in increasing sales—of more than 1,500 concerns in all lines of business Every man interested in selling can thus now have at his finger tips vital, helpful information—methods for winning sales and opening new markets, for training salesmen, for cutting selling costs—ideas for getting more out of advertising, using mails to better advantage, developing business by catalog—plans for establishing profitable sales quotas, getting more out of sales conferences, protecting trade marks and good will. Suggestions that any sales executive can use to win more sales and larger profits. You may order the complete library—or the particular volumes you want—on the coupon below

HANDLING SALESMEN AT LOWER COST.

191 pages, Illustrated. Net $3.85

"How can we get the business?" and "How can we get it at low cost?" are two questions every sales executive aims to answer. But sales methods and systems become impotent as conditions change. New methods often win big results. This book gives you the benefit of the sales experiences of many unusually successful concerns—gathered in a country-wide investigation by the Shaw Bureau of Business Standards. Includes ideas, plans and methods proved profitable in hiring and training salesmen, in paying them, calculating sales costs, lowering them where need be—and in solving the thousand and more questions continually confronting the man who directs salesmen.

ORGANIZING FOR INCREASED SALES.

203 pages, Illustrated. Net $3.85

Phenomenal sales results are often due to ability to **observe, analyze** and **apply** the tested methods of others. Here are ideas and plans that have literally worked wonders for other selling organizations developed and perfected by scores of able sales managers. Tells how to keep tab on salesmen, how to use graphs in checking up sales, how to establish quotas, make sales contests profitable, pick the right marketing plan, etc. Page after page of clear, concise descriptions and effective sales policies—of great value to any man who is anxious to comb his territory a little finer.

MORE SALES THROUGH ADVERTISING

200 pages, Illustrated. Net 3.85

Discusses intimately every phase of advertising appropriations, campaigns, catalogs, direct mail, etc. Shows how to link advertising with selling, win dealers co-operation, "sell" salesmen on advertising, produce house organs. Shows how to cut your costs and avoid advertising that is weak and unproductive. Customers buying habits, average purchasing power, salesmen's advertising aids, all comprehensively discussed.

GOOD-WILL, TRADE MARKS AND UNFAIR TRADING.

288 pages, Illustrated. Net $4.40

How is good will created? What rights does a trade mark give? What constitutes infringement? These and other questions a business man **must** know if his business is to enjoy steady growth and unmolested popularity. In this book he finds he answers, including 158 pages telling how to defend a business from unfair competition.

GRAPHIC & STATISTICAL SALES HELPS.

200 pages, Illustrated. Net $3.85

"Picture" methods of analysing your business clearly described. Just the help many men need to enable them to size up their business problems adequately. Includes much valuable data in the form of comparative figures gathered by extensive investigation. Graphic plans may help clear up your difficulties.

Think what these ideas will mean to you

I—Handling Salesmen at Lower Cost

- —how to map out territories for the most effective handling
- —how to conduct schools for developing salesmen
- —how to hire and train salesmen
- —how to keep up preliminary training and maintain the salesmen's interest
- —how the employment of specialty men decreases selling expenses
- —how proper cost system will lower selling costs
- —how to fix a standard of cost for each territory
- —how to reduce costs without losing selling power
- —3 effective methods for fighting the rising cost of keeping salesmen on the road
- —selling talks that have proved successful
- —how to develop a sales manual

II—More Sales Through Advertising

- —how to make sure of getting the most out of your catalog
- —how to compile lists of prospective customers
- —how to win dealer's cooperation
- —how to make a house organ effective
- —how to "sell" the advertising campaign to your salesmen
- —how to get better results from direct-by-mail advertising
- —how to use testimonial letters
- —how to link advertising with selling
- —how to check returns
- —how to increase turnover through advertising
- —how to test the campaign in advance
- —how to fit your copy to the market
- —how to distribute advertising expense

III—Organizing for Increased Sales

- —how to handle expense accounts satisfactorily
- —how to get reports on prospects
- —how to get the best results from graphs
- —how to use maps
- —how to establish profitable sales quotas
- —how to get the best results from a territory analysis
- —how to use the convention
- —how to conduct sales contests
- —how to pick the right marketing plan
- —how to conduct a preliminary investigation
- —how 97 manufacturers distribute their products
- —how to adjust prices to conditions
- —how to follow up selling with service

IV—Good Will, Trade-Marks and Unfair Trading

- —how to build up lasting good will
- —how to set a value on good will
- —how trade-marks differ from patents and copyrights
- —how to devise an effective trade-mark
- —how to prove ownership of a trade-mark
- —what right a trade-mark gives
- —how to make a trade-mark legally sound
- —how to transfer trade-marks and good will
- —how to protect business names
- —how to deal with infringers
- —how to protect good will
- —how far do trade-mark rights extend

V—Graphic and Statistical Sales Helps

- —production costs which help in selling
- —how to use figures and statistics to best advantage
- —comparative costs of doing business in various lines
- —location of wholesale trade, number in each state
- —average cost figures from wholesale dealers in 11 states
- —comparative packing and shipping in various lines
- —retail cost figures and what they mean to you
- —light, heat and power costs in various lines
- —detailed business "death rate" records of various lines
- —comparative cost of insurance and taxes in various lines

ORDER NOW THE BOOKS YOU WANT

Add 15 cents for each book for postage.

W. A. LYDIATT, Publisher, 53 Yonge St., Toronto.

Enclosed find money order for $ for which please send me, charges prepaid, the books indicated by check mark

☐ Handling Salesmen at Lower Cost ☐ Organizing for Increased Sales
☐ More Sales Through Advertising ☐ Good-Will Trade Marks and Unfair Trading
☐ Graphic and Statistical Sales Helps

Name .....

Street .....

City .....

Those conditions could not endure and gradually the advertising situation would settle back into exactly the same arrangements as exist now. The indispensable value of the Agency is proved by experience. The modern Advertising Agency has been developed as the natural sequence of advertising conditions and requirements. As a natural growth it cannot be criticised or eliminated any more than any other work of nature. It is a necessary part in the process of finishing and retailing to the consumer the raw product —space—manufactured by the publisher. In its present status, the Advertising Agency is logical, convenient, economical and satisfactory.

If Mr. Dean, or any other advertising agent, thinks that MARKETING is "trying to breathe new life into the dead body of that old agitation against advertising agencies" he has only to attend a few meetings of representative national advertisers to dispel any such idea. Their relations with agencies, and the agencies' arrangements with publishers, were a sore spot with many advertisers long before MARKETING had anything to say about it.

It was only when the agencies sought further advantages for themselves from publishers, thereby increasing the dissatisfaction among advertisers, that MARKETING, in the best interests of all concerned, warnedthe agents that they were endangering their position in the advertising world. We have not gone to the extremes of some critics, because, as stated in our October 15th issue, we regard payment of commission by publishers as operating with the greatest economy to all concerned. We have contended that *regulation*, not *revolution*, was what was required.

If anything published in MARKETING on this subject has been "of a destructive nature," it is only that we desire to see eradicated those conditions which cause suspicion among advertisers. As long as agents get larger commissions from some publications than they do from others, advertisers will lack the confidence they should have in the agents' recommendations.

To argue that agents are not influenced by the amount of commission received, as we believe is generally true, is not very successful in removing the suspicion. To threaten individual publishers with the loss of business unless a higher commission is paid does not impress the advertiser as working in his interests. To hear of the long-drawn out negotiations between the agents and the publishers, conducted in secrecy and leaving the advertiser out in the cold, does not strike the interested advertiser as showing any disposition to further his interests—but rather encourages the belief that his interests may be sacrificed to the agent's or publisher's advantage.

The agents would gain nothing by having MARKETING "keep quiet about it." If their position in the advertising world, or their relations with publishers, will not stand a little analysis or criticism, then there is assuredly something about the situation which calls for correction.—*Editor.*

* * *

During the production of the play "It Pays To Advertise" in Owen Sound recently, the *Sun-Times* gave a theatre party to eighty local merchants with their wives or friends.

The Canadian
TIRE AND ACCESSORY
JOURNAL

Guaranteed Circulation Over 3,000—To be Proved by Audit

Experience has shown the established manufacturers of tires and accessories that, in order to get satisfactory distribution of this line, it is imperative to interest, to convince and to get the goodwill of the men in the trade.

They influence sales in a very large way. Their advice is accepted by car owners in nearly all cases.

This paper is, therefore, entitled to the advertising of every tire and accessory whose maker wants a national sale in Canada.

Rates on Request

THE COMMERCIAL PRESS, Limited
51 Wellington W. **Toronto**

Through Our
FOUR COMPLETELY EQUIPPED PLANTS

Montreal
Beaver Hall Hill

Toronto
185 W. Richmond St.

London
144 Queens Ave.

Windsor
46 McDougall St.

We make and ship more advertising plates for the agencies of Canada, United States and England, than all other Canadian electrotypers

Quality of Plates and Service the Reason

RAPID

ELECTROTYPE COMPANY OF CANADA, LIMITED
C. J. HIRT, Managing Director

WE have found your book very complete and convenient. We do not recall anything that we have wanted in connection with Canadian papers that is not in the book. It is indispensible in our work.

Proctor & Collier Co.
Cincinnati, Ohio.

You Need It Daily!

Advertising rates, circulation figures, closing dates, page and column sizes, etc., all Canadian daily newspapers, magazines, farm, trade and class journals, poster, street car and other mediums' rates; printing and engraving charges, and population, trade and other marketing statistics embracing 40,000 facts about the Canadian market.

Sent postpaid to any address on receipt of the price,
$3.00 a Copy

W. A. Lydiatt, *Publisher*
53 Yonge St., TORONTO

Automobile Advertising Must Change

WILL 1921 see some radical departures from the copy appeals of automobile manufacturers during the past two years?

"Yes," answers an executive of an advertising agency handling several large automobile accounts. He prophesies that this year will see the manufacturer struggling to sell his machines rather than to produce them.

Even the casual reader of newspapers will appreciate that the automobile industry is now passing through a critical period. It was only a short time ago that a large concern in Toledo laid off several thousand men while other plants have been laying off men from time to time. This applies chiefly to the passenger car business. The motor truck is selling better to-day than ever before.

The president of a motor truck company which recently built a plant in a western Ontario city, addressing some of the stock holders in his company said: "The motor truck is a necessity. The passenger car is a luxury and will always be subject to the rise and fall in prosperity of the people of average income. The truck is a reasonably stable commodity and is fast becoming an essential in every well-organized large business."

"Human nature is a queer thing," said the agency man. "So long as things appear settled nobody worries; then when changing conditions jolt them out of the rut they try to make up by worrying twice as hard."

"When money was coming in in gobs it was spent about as fast as it came. I consider an automobile the height of luxury. Look how they were sold when people were making good money in munitions and other war work. Why dealers had to turn down orders! Now that things seem unsettled everybody is trying to economize—this means that they won't buy the car next spring."

He considers that one of the big factors against the sale of cars next year is the housing situation. The man who cannot rent a house has to buy one. In many cities owners refuse to rent. The man who has saved up enough money to buy a car will have to use that as first payment on a house and place a mortgage for the balance. Until this mortgage is paid off he will be cautious about buying expensive luxuries.

"Next year," the agency man remarked, "the dealer is going to have to *sell* cars—not just take orders and make deliveries."

"It is very probable that there will be some price reducing before the Spring. Steel is a big factor in making cars and wages another. At present there are plenty of indications that wages will not be anything like those paid during the past year."

The production costs in the automobile industry have increased from 20% to 70%. Some of the lower priced cars which had been making a larger margin of profit than the more expensive cars, were able to announce a reduction in their prices which attracted much attention. While many cars have announced that their prices will be lower the reductions have not been startling.

This executive who is in close touch with some of the largest makers of cars in Canada believes that the big factor

is reducing the price of machines is lower wages.

Copy will have to be different next year. That it will have to do more of the work of selling the car than it has been doing in the past, is the viewpoint of this agency man. No longer will an attractive picture in four colors suffice. Cold facts written in an interesting way will replace the beautifully worded but meaningless paragraphs that filled the odd patches and balanced the layout.

Selling will be very much more intensive than it has been during the past few years. Much of the brains that were concentrated in speeding up production will be working on the the marketing problems in 1921.

Several manufacturers are said to be considering returning to the old style see-what-you-get-for-your-money appeal where the salient points of the car are explained. Already one popular car has adopted this style and it is predicted that several others may shortly follow suite.

"We are going very carefully about this," the agency man declared. "Between now and spring things may become more settled and so brighten the outlook. At present we are working on two or three new ideas for copy and will select the one of them that seems to meet conditions best for the spring advertising."

"We feel that the day is past when an automobile can be sold by making a pretty picture of the car. I feel certain that the Spring will see some entirely new appeals put in automobile copy."

❦ ❦ ❦

Advertising the Technical Product

This is the title of a new book by Sloan and Mooney, recently issued by the McGraw-Hill Book Co., New York, with the co-operation of many specialists in the technical advertising field.

The problems of advertising and marketing the technical product, such as engineering supplies and equipment are discussed in instructive detail. No other book has dealt so completely with the peculiar requirements of this class of advertising.

Some of the points taken up are: making a survey of the market; how to decide the appropriation; trade magazines as media; prospectus and catalog work; educational work; advertising ammunition; technical advertising display and dealer helps; dealer co-operation. An interesting feature is the criticism of numerous examples of technical copy.

Those who have paid no great attention to the marketing of the technical product will be surprised at the special knowledge necessary to successfully conduct a campaign, while sales engineers and others in this field will find much of real service to them in their work.

❦ ❦ ❦

A meeting of the Toronto members of the Association of Canadian Advertisers will be held on December 16th, when W. M. Mackay of Lever Brothers will speak on "The Marketing of Rinso."

About French Printing

"The largest French printing house under British Flag."

MANY English firms now realize that they must have their literature which goes to the province of Quebec—in the language of the majority—that is FRENCH.

Unfortunately, many have in the past given their work to incompetent printers. Avoid this in future by having your French printing done by those who know how to translate English to French.

Bear in mind, French type has accents — without the use of these accents, French is not perfect: we have them.

We handle translations and French printing for several of the largest houses in Ontario and Quebec.

"La Patrie" Publishing Co. Limited

JOB PRINTING DEPARTMENT MONTREAL, Canada.

Bound Volumes of

Marketing
and Business Management

A few volumes of 1918 and 1919 issues are still available at $1 each. Orders for 1920 volumes should be entered now. You should have these in your library for reference purposes. Secure them now, while obtainable.

W. A. LYDIATT, Publisher, 53 Yonge St., TORONTO

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING. STEREOTYPING. NICKELTYPING

READY SET. NEWSPAPER PLATES

DESIGNING. ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED

F. DIVER, PRESIDENT

110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

"GIBBONS KNOWS ADVERTISING"

MONTREAL TORONTO WINNIPEG

A Few Selections From 14,000 Letters

"I have read it. Direct, practical and convincing in its simplicity—the true form of genius."

LESLIE H. PEACE,
Hutlzer Brothers Co.,
Baltimore, Md.

"You have a mighty interesting way of saying things and are blessed with the ability to think along original lines. The whole Advertising Fraternity is indebted to you."

W. B. MORRIS,
The Northwestern Knitting Company
Minneapolis, Minn.

"A few men stand out in the industrial world because of the distinct characteristics or achievements. Among this list must be placed the name of E. St. Elmo Lewis especially in connection with the subjects of Advertising and Selling. Anything that Mr. Lewis might write in relation to these subjects and to general business efficiency would be accepted by the business world as having unusual value."

ARTHUR WILLIAMS, General Com'l Mgr.,
The New York Edison Company
New York, N.Y.

"I wish to say that I am in hearty sympathy with the marvelous work you are doing. The progressive methods you have shown in the application of the Burroughs to various purposes entitle you to recognition far in advance of the ordinary. I commend the educational work you are carrying on, knowing that it will result to the benefit of many lines of business, and I wish you continued success."

RALPH VAN VECHTEN, Vice-Pres.
First Continental and Commercial Bank,
Chicago, Ill.

E. St. Elmo Lewis

Counsel in Advertising, Sales and Merchandising

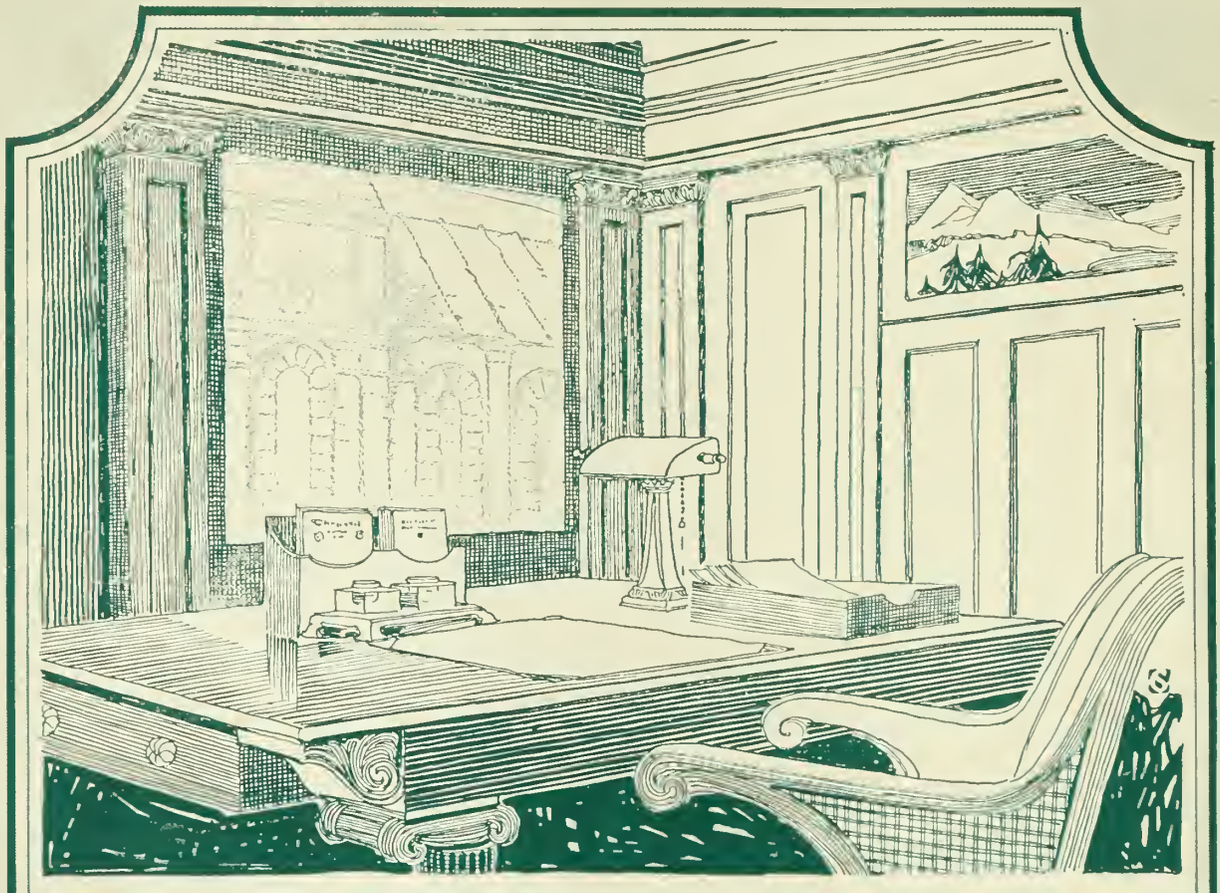
Vice-President

Campbell-Ewald Company

Astor Court Building, New York, U.S.A.

To You and Yours - and All the - World : A Merry Merry Christmas and A Happy Prosperous New Year

The H-K-McCANN CO-LIMITED
A Complete Advertising Service
14 King St. East
TORONTO CANADA



SUPERFINE LINEN RECORD

Your letterhead may pass through the mails, be handled by a dozen clerks, be filed, and yet at the crucial moment, carry into a President's office the suggestion of your Company's dignity and standing—if it be of Superfine Linen Record.

Awarded the Gold Medal, Antwerp, 1882; the Gold Medal, Chicago, 1893, and the Grand Prix Paris, 1900.

The Rolland Paper Co., Limited, Montreal

HIGH GRADE PAPER MAKERS SINCE 1882

Mills at St. Jerome, P.Q. and Mont Rolland, P.Q.